

**California Program Improvement Plan
Quarterly Report
Reporting Period: January – March 2004**

Modified 4/28/2004

Safety Outcome 1, Item 2A

Improvement Goal: The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.	March 31, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county. By June 30, 2004, we expect to improve by 0.9 percent.	AFCARS/NCANDS Semi-Annual Measures – No report due this quarter December 2003: 11.2% June 2004: December 2004: June 2005:	C-CFSR Quarterly Data – March 2004: 11.3% (from 3 rd quarter 2003) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, and Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families.</p> <p>Cross-reference to Safety Outcome 1, Item 2b; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5)</p>		

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Promising Practices of high performing counties will be identified.	09/03	<p>The CDSS will review safety practice literature (07/03)</p> <p><input checked="" type="checkbox"/> Completed 7/03.</p> <p>Using C-CFSR (Matrix #1A&B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03)</p> <p><input checked="" type="checkbox"/> Update: The C-CFSR process began implementation in the first quarter of 2004, and counties received their individual data. High performing and high priority counties were identified.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (08/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will release guide to all counties in an ACIN as a resource to all counties. (09/03)</p> <p><input checked="" type="checkbox"/> Completed. The Promising Practices Guide was completed 09/30/03, approved, and distributed to counties via ACIN. The ACIN (number I-65-03) is available to all counties on the CFSD website.</p>
Technical assistance will be provided to three high priority counties each quarter to assist in meeting performance targets and in improved assessments and coordinating access to services. Quarterly reports will document that the technical assistance has been provided.	06/05 Co. / Date 1-3: 9/03 4-6: 12/03 7-9: 03/04	<p>Using Safety outcome C-CFSR (Matrix #1A &B) data, CDSS will identify a list of all high priority counties (7/03)</p> <p><input checked="" type="checkbox"/> High priority counties were identified using the C-CFSR data for this indicator.</p> <p>2 From the high priority list, CDSS will select three counties to provide TA (07/03).</p> <p><input checked="" type="checkbox"/> CDSS is working with 19 counties in the area of safety, including on issues regarding this indicator. They are: Alpine, Amador, Calaveras, Contra Costa, Del Norte, Glenn, Humboldt, Los Angeles, Placer, Plumas, Sacramento, San</p>

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	10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<p>Luis Obispo, San Mateo, Siskiyou, Stanislaus, Tehama, Tuolumne, Trinity and Yuba. These counties together have approximately half of the child welfare services caseload in the state.</p> <p><input checked="" type="checkbox"/> Counties identified as needing assistance in meeting the measure for this particular indicator are San Luis Obispo, Trinity and Humboldt Counties. These counties are designated high priority because they are performing below the statewide average on this indicator. CDSS provided technical assistance and program support to these counties during this quarter on January 12 and 13, January 16, February 20, February 24 and 25, March 12, and March 26.</p> <p><input checked="" type="checkbox"/> In addition, technical assistance was also provided to Lassen County for the purposes of improving their child welfare system related to safety and to regulatory compliance. In the next quarter, Lassen and Los Angeles will continue to receive technical assistance, and Kern County will also receive technical assistance as well.</p> <p>3 Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (07/03).</p> <p><input checked="" type="checkbox"/> The CDSS is assisting these counties in analyzing procedures, policies, systems and practices in order to prepare their county plans.</p> <p>4 In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</p> <p><input checked="" type="checkbox"/> The CDSS provided technical assistance and program support to these counties. The CDSS is assisting the</p>

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		<p>counties in analyzing procedures, policies, systems and practices in order to prepare their county plans.</p> <p>5. The CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/03).</p> <p><input checked="" type="checkbox"/> The CDSS provided technical assistance and program support to these counties. The CDSS is assisting the counties in analyzing procedures, policies, systems and practices in order to prepare their county plans. County self-assessments will be submitted in June 2004, with SIPs to follow in September 2004.</p>
CDSS will monitor and document the implementation of each county's action plan	06/05	<p>1. The CDSS will track completion of county action steps (09/03).</p> <p><input checked="" type="checkbox"/> See tasks above.</p> <p>2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See tasks above. The counties are also beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>3. Every quarter three new high priority counties will be selected for TA through the end of the PIP. A new TA cycle will be completed each quarter for 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</p> <p><input checked="" type="checkbox"/> CDSS has provided technical assistance and program support to counties. Technical assistance will continue to be provided to the counties over the upcoming months.</p> <p>4. CDSS will track county safety outcome improvement data from the C-CFSR (Matrix #1A &B) and report quarterly beginning 12/03. (06/05)</p>

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		<input checked="" type="checkbox"/> The C-CFSR process was implemented beginning the first quarter of 2004, counties received their individual data, and CDSS will track safety outcome data both statewide and on a county-by-county basis.
<p>Los Angeles County will implement a risk assessment process at all key decision points within the life of the case</p>	<p>11/03</p>	<p>A training plan was developed to implement on a priority basis as follows:</p> <ol style="list-style-type: none"> 1. All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols. <input checked="" type="checkbox"/> Completed 2/03. 2. All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals. <input checked="" type="checkbox"/> Completed 4/03. 3. All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment. <input checked="" type="checkbox"/> Completed 4/03. 4. All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03). <input checked="" type="checkbox"/> Completed. All FM, FR and PP workers and their supervisors in the County have been trained on the use of the safety and risk assessment, family strengths and needs assessment and reunification tools. As of March 2004, all offices are utilizing the SDM tools. 5. All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05) <input checked="" type="checkbox"/> Completed 04/03. New staff and refresher training is available.
<p>CDSS will provide technical support on the implementation of risk</p>	<p>06/05</p>	<p>Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide focused technical assistance to assist Los</p>

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assessment in Los Angeles county		<p>Angeles County in the full implementation of risk assessment. (06/05)</p> <p><input checked="" type="checkbox"/> The National Council on Crime and Delinquency's Children Research Center continued to provide technical assistance on the implementation of risk assessment to Los Angeles County during the quarter. Full implementation of the risk assessment has been completed in Los Angeles County as of March 2004, but technical assistance will continue to be provided as needed via telephone and e-mail.</p>
CDSS will monitor the implementation of risk assessment in Los Angeles County	06/05	<p>The CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See above task.</p> <p><input checked="" type="checkbox"/> During the months of January and February 2004, a total of 878 staff completed training. SDM has been fully implemented in Los Angeles County, and all offices are utilizing the SDM assessment tools, which complete a year-long rollout.</p>
<p>Action Step # 2: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, CDSS will implement statewide. (Cross-reference to Safety Outcome 2, Item 3 & 4; Permanency Outcome 1, Item 5)</p>		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.	04/03	<p>The CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended.	05/03	<p>The CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
Submit proposal	05/03	Introduced language into Trailer Bill as part of the May Revise

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		<p>(05/03).</p> <ul style="list-style-type: none"> ☑ Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for possible inclusion in budget trailer language. A decision by budget committee staff was made not to include the language at that time pending further policy discussions about the proposal. ☑ Update: The legislative proposal was resubmitted to the Legislature, and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004.
<p>If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.</p>	<p>09/03 (assumes legislation passes on 7/1/03)</p>	<p>The CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</p> <ul style="list-style-type: none"> ☑ As legislation has not yet passed, fiscal, claiming, regulation, training and CWS/CMS changes cannot be considered at this time. <p>The CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <ul style="list-style-type: none"> ☑ As legislation has not yet passed, an ACL cannot be drafted. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03). ☑ As legislation has not yet passed, an ACL cannot be issued. CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.) ☑ As legislation has not yet passed, training cannot be modified. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be

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		<p>delayed).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, CWS/CMS cannot be modified.</p>
		<p>1. CDSS will begin regulation change process (9/03); regulation changes take approximately nine months--ACL remains in force during the interim time period.</p> <p><input checked="" type="checkbox"/> CDSS will begin the regulation change process when the legislation passes.</p>
CDSS will monitor implementation	06/05	<p>CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, it is not yet necessary to track the number of increased cases.</p>
<p>Action Step #3: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p>		
The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings with program deputy directors at the Departments	06/05	<p>Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>Appointments made by respective directors (05/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>First meeting held May 21, 2003; regular monthly meetings to begin.</p>

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<p>of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the "Interagency Child Welfare Services Team" and will focus on optimizing good outcomes for children and families served in common between and among departments.</p>		<p>(06/05)</p> <ul style="list-style-type: none"> ☑ Meetings this quarter were held January and February, with the March meeting cancelled. The next meeting will be held on April 23, 2004. ☑ The January 22 meeting saw the State and County Interagency Program and Funding Team Fiscal Strategy Proposal unanimously approved by the Team. The Proposal focuses on maximizing and leveraging available resources through cooperative program and funding efforts around shared outcomes and target populations. Given current budget realities, this proposal focuses on the smart allocation of resources consistent with requirements for each funding source and integration of services to help accomplish goals with limited resources. This process includes Regional, Statewide fiscal and Program Networks and the Team working together to: (1) develop knowledge and expertise on funding issues; (2) identify state and federal fiscal issues needing resolution; and, (3) develop and implement strategies to address common concerns around state and federal funding issues. Specifics include: This process will be supported by fiscal experts; The Team commits to identifying and committing programmatic and fiscal staff from their departments to attend meetings of the Statewide Fiscal and Program Network, which will meet monthly for the first 6 to 9 months; The selected State Interagency Team department staff will help provide answers to technical issues that arise for counties. ☑ During the February 26 meeting, the State and County Interagency Program and Funding Team Fiscal Strategy Proposal was discussed, with agreement to enhance the Proposal by adding specifics regarding deliverables, timeline, budget and role of State staff. Updates included: The

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		<p>Breakthrough Series Collaborative Learning Session 1 for cohorts 1 and 2 counties; The Title IVE waiver application; The release of County Specific Outcomes Data and sample data report.</p> <p>2 First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will share a copy of the charter with ACF. (09/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)</p> <p><input checked="" type="checkbox"/> Beginning 9/03, the team has been briefed as to the C-CFSR process, and they will begin receiving information regularly after the county self-assessments and SIPs are submitted 6/04 and 9/04, respectively.</p> <p>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>3 Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The Interagency Team, as appropriate will implement changes within their areas of responsibility.	06/05	<p>CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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		<p>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> The county self-assessments will be submitted June 30, 2004, and the SIPs will be submitted September 2004. After the review and analysis of information contained in the self-assessments and SIPs, recommendations will be made and the information shared with the Interagency Team.</p>
CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.	06/05	<p>CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
<p>Action Step #4: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p>		
The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the	08/03	<p>Research and analysis of national safety and risk assessment processes completed. (06/02).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02).</p>

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assessment of safety, risk, parental protective capacity, and family strengths by California's counties.		<input checked="" type="checkbox"/> Completed. Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03). <input checked="" type="checkbox"/> Completed. Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03) <input checked="" type="checkbox"/> Completed. Research and analysis was completed, and the report submitted to CDSS 9/03.
Los Angeles and two medium sized counties (see Glossary) will begin testing the safety assessment approach that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.	05/04	Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and two medium sized counties (09/03). <input checked="" type="checkbox"/> Testing has begun. To assist counties in integrating the safety assessment approach, differential response and other practice strategies, a Request for Application (RFA) was sent to all 58 counties in April 2003. A total of \$2.6 million in CDSS incentive funds was provided to counties to assist them with planning, assessing and developing implementation strategies for comprehensive safety assessment, differential response and other practice improvements. <input checked="" type="checkbox"/> Early implementing counties (eleven Cohort 1 counties, including Los Angeles) began meeting in September 2003, and are receiving support and technical assistance in the areas of CWS Redesign Implementation Guide modules; safety, risk and protective capacity assessment tools; and standardized practice planning. Members of the implementation cohorts are transferring learning by sharing successes and problem-solving through the Breakthrough Series Collaborative (see Redesign Report or previous quarterly report). 2. CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools to Los Angeles and two medium sized counties to test the formal safety assessment process beginning 09/03. (05/04)

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		<input checked="" type="checkbox"/> Beginning 9/03, CDSS selected 11 counties, including Los Angeles, to be early implementers (Cohort 1) as part of Redesign. As part of this process (see #1 above), counties tested the approaches to safety assessment. <input checked="" type="checkbox"/> Members of Cohort 1 are continuing to receive training, support and technical assistance from CDSS and from consultants on the safety assessment process. The counties participated in all day sessions on January 12 and 13, January 16, February 20, February 24 and 25, March 12, and March 26.
The safety assessment approach will be evaluated and recommendations will be made for any adjustments before expanding the number of counties using it.	05/04	CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (05/04). <input checked="" type="checkbox"/> No report due this quarter.
The validated safety assessment is implemented in 25 counties.	06/05	<p>Twenty-five counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)</p> <input checked="" type="checkbox"/> Update: The assessment approach was examined closely during the first quarter of 2004 by workgroups attended by Cohort 1 county child welfare directors and their line staff who reported their recommendations to the Advance Leadership Team. By June 2004, the workgroups and Team expect to have reached consensus on the details of how the approach and tools help determine which response paths a referral receives, and how to best assess and serve children and families throughout the life of the case. Forty three counties will begin examination of the approach in their counties beginning in July 2004.

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		<p><u>Cohort 1 Advance Leadership Team:</u></p> <p><input checked="" type="checkbox"/> The Cohort 1 Advance Leadership Team met on January 16, February 20, March 12, and March 26. The assessment approach was discussed at each of these meetings, e.g. initial assessment at the hotline, intake assessment tool at the first face-to-face meeting, and the comprehensive family assessment used later in the process to determine a family's strengths and needs. Members discussed tasks in the process from initial report through face-to-face contact; clarified protocol, procedures and judgments for each step; and received updates from Workgroup meetings.</p> <p><u>Assessment Workgroup:</u></p> <p><input checked="" type="checkbox"/> The Assessment Workgroup met on February 18 and March 3. The February 18 agenda included:</p> <ul style="list-style-type: none"> • Fully understand role of approach • Review and provide feedback to the Advance Workgroup on steps in the process from the initial report through the face to face contact • Clarify documentation of referral process, including tools and forms • Clarify barriers to receiving and sharing referral information • Discuss variable County Counsel interpretations of confidentiality laws and policies • Request focus from State child Welfare Interagency Team to resolve information sharing barriers <p>The March 4 agenda included:</p> <ul style="list-style-type: none"> • Four counties, including Los Angeles, presented their "Hotline/Pre-Contact" implementation plans, including forms, protocols and tools, in the form of PDSAs (Education of counties regarding process methodology:

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		<p>Plan, Do, Study, Act or PDSA, see Breakthrough Series in following tasks)</p> <ul style="list-style-type: none"> • Clarification of Track 1, identifying agencies to receive referrals, categories of referrals, memorandums of understanding, parental permission, and feedback from referral agency • Confidentiality “barrier busting” <p><u>Track 3 High Risk Response Workgroup:</u> The workgroup that is focusing on the Track 3 response met on March 17. The agenda included:</p> <ul style="list-style-type: none"> • Orientation to Intake Structure • Clarification of Track 3 and establishment of guideline considerations for implementation, including comprehensive approach to safety assessment <p>Counties selected to implement the safety assessment will begin using the new approach beginning and will roll out as resources are available to start implementation 05/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>All counties implementing the safety assessment will be fully operational within three months of start date. CDSS will review and have copies of each county’s operational procedures that instruct staff on safety assessment. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The CDSS will monitor the progress of the implementation of the safety assessment approach to ensure it is used countywide throughout the life of the case.	06/05	<p>CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #5: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		

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<p>The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services.</p>	<p>06/03</p>	<p>A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
<p>Los Angeles and two medium sized counties will be designated Redesign test counties to test the implementation of differential response system.</p>	<p>06/04</p>	<p>Los Angeles and two medium sized counties will begin implementation of differential response 09/03. (05/04)</p> <p><input checked="" type="checkbox"/> Implementation has begun. On September 23, 2003, eleven counties were chosen as early implementing counties (Cohort 1), and include Los Angeles County.</p> <p><input checked="" type="checkbox"/> Update: To accomplish implementation of differential response, Cohort 1 and 2 counties, which include Los Angeles and two medium size counties, began implementation of differential response through the following:</p> <p><input checked="" type="checkbox"/> Breakthrough Series Collaborative: Cohort 1 and 2 counties are receiving support and training in the differential</p>

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		<p>response intake structure through the Breakthrough Series Collaborative (BSC). The BSC is a quality improvement methodology that uses small-scale rapid tests of change to implement improvements quickly throughout an entire system. Cohort 1 and 2 county child welfare agencies are receiving training in this methodology and then using it to test changes to practice and implementing them rapidly in small increments. Successful practice changes are spreading through the system by training other counties. These changes are being measured and monitored closely to promote a quality assurance system so that successes can be expanded and failures not replicated.</p> <p><input checked="" type="checkbox"/> The collaborative training format includes using an expert faculty to develop curricula, meetings of agency teams who exchange learning, and an extranet message board to share strategies, knowledge and challenges and successes. The agency teams are guided by experts in the field as they study, test and implement the latest knowledge and evidence available on an effective differential response system. The Breakthrough Series Collaborative (BSC) continues to meet, with the next meeting in June 2004. In the meantime, they hold conference calls attended by each Cohort county during which they share information and ask for expert guidance.</p> <p>Key practice areas for implementing differential response are:</p> <ul style="list-style-type: none"> • intake structure (the three response pathways) • standardized approach to assessment of safety, risk and protective capacity and needs • engagement of families to achieve better outcomes using voluntary engagement when possible

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		<ul style="list-style-type: none"> • close partnering and clear communication among child welfare , other public agencies and community-based organizations to address child safety, permanency and well being • access to a range of integrated, culturally appropriate resources to address the needs of vulnerable children and families • staff resources and support needed to engage, assess and serve families well, and • monitor outcomes <p>BSC meetings were held on the following dates: <u>Expert Panel meeting -- January 12-13, 2004</u> Experts in applying the BSC methodology to the field of child welfare, representatives from other states using a differential response system, and representatives from Cohort 1 counties met to create a practice framework and measures for the California BSC on differential response.</p> <p><u>Learning Session 1 – February 24-25, 2004</u> The Framework for the BSC is based on key Redesign principles which were drawn from its mission, vision and values (see CWS Redesign: the <i>Future of California's Child Welfare Services Final Report</i> on CDSS website). The Framework provides a basic structure and philosophy for the differential response system.</p> <p>Attended by Cohort 1 and 2 counties and 5-6 team members from social services agency and partners, the agenda included:</p> <ul style="list-style-type: none"> • Introduction of BSC in context of Redesign • Education of counties regarding process methodology: Plan, Do, Study, Act (PDSA) • Team development

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		<ul style="list-style-type: none"> • Framework for Differential Response • Outcome measurement • Extranet and how to post results, and • Reports from breakout sessions on the result of initial planning to improve practice through PDSAs <p><u>Cohort 3 Counties:</u> Cohort 3 County Orientation to Redesign meeting -- January 21, 2004. Twenty-four counties received an initial orientation on Redesign with a full briefing on the new intake structure. By the end of the day, counties understood support efforts they will receive from CDSS, foundations and through the BSC regarding differential response implementation.</p> <p><u>Pilots to Policy Conference -- February 4-5 2004:</u> “Bold Changes: A Shared Responsibility for Children and Families,” attended by 200 stakeholders who share an interest in child welfare. The conference focused on building community partnerships between the county and its local partners, and how to improve their capacity to support the Redesign, particularly Response Path Track 1 referrals from the hotline to the community.</p> <p>Two workshops focused on the new intake structure specifically:</p> <ul style="list-style-type: none"> • For early intervention and the new intake structure to become viable, community partnerships must increase service capacity, accessibility and delivery so that families can receive the support they need when they need it. This workshop explored the role of community partnerships in proven early intervention strategies, including early child development and home visiting programs.

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		<ul style="list-style-type: none"> Family support programs, family resource centers and community partnerships are likely to face challenges as they strive to form community partnerships in response to Track 1 referrals. Possible solutions to these barriers were discussed.
Evaluate the test sites implementation of differential response.	05/04	<p>CDSS and our consultants will evaluate the test sites implementation and make adjustments as needed to the tools, assessments and protocols. (05/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Twenty-five counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Implement differential response in selected counties.	06/05	<p>The selected counties will begin implementation of differential response and roll out as resources are available starting 05/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide ongoing technical support to all implementing counties, through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The CDSS will monitor the progress of implementation of differential response in the counties.	06/05	<p>CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Program Contacts - Action steps 1, 2 & 3: Nina Grayson; Action steps 4 & 5: Eileen Carroll		

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Improvement Goal: The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005. ¹	March 31, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps. By June 30, 2004, we will improve by 0.07 percentage points.	AFCARS/NCANDS Semi-Annual Measures: – No report due this quarter December 2003: 0.81 % June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: – March 2004: 0.87% (from 3 rd quarter 2003) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the State's rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.	Date Improvement Goal Achieved: Date all action steps completed:	

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with high priority counties (see glossary) to identify problem areas (see C-CFSR matrix) and will provide technical assistance (see glossary) to those counties to implement strategies to reduce the incidence of child abuse and neglect in foster care. Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care.		
The CDSS will analyze data and stratify it by age and placement type to identify where abuse in foster care is occurring (e.g. group homes, trial home visits).	09/03	CDSS will analyze C-CFSR data stratified by age and placement type to identify where abuse in out-of-home care occurs (e.g. group homes, trial home visits) (09/03). <input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. <input checked="" type="checkbox"/> The data now being collected from CWS/CMS on this item is in the process of being analyzed. We will report

¹ The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

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		more next quarter.
<p>The CDSS will work with three counties per quarter, and make recommendations based on the findings to reduce the incidence of child abuse and neglect in foster care. Progress toward completion of the benchmark will be documented in the quarterly reports.</p>	<p>06/05 Co. / Dates</p> <p>1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05</p>	<p>Using safety outcome C-CFSR data (Matrix 1C, 1D &2A) CDSS will develop a list of all high priority counties (07/03).</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. High performing and high priority counties were identified. From the high priority list, CDSS will select three counties to provide technical assistance (07/03).</p> <p><input checked="" type="checkbox"/> CDSS is working with 19 counties in the area of safety, including on issues regarding this indicator. They are: Alpine, Amador, Calaveras, Contra Costa, Del Norte, Glenn, Humboldt, Los Angeles, Placer, Plumas, Sacramento, San Luis Obispo, San Mateo, Siskiyou, Stanislaus, Tehama, Tuolumne, Trinity and Yuba. These counties together have approximately half of the child welfare services caseload in the state.</p> <p><input checked="" type="checkbox"/> Counties identified as needing assistance in meeting the measure for this particular indicator are Stanislaus, Contra Costa and Calaveras Counties. These counties are designated high priority because they are performing below the statewide average on this indicator. CDSS provided technical assistance and program support to these counties during this quarter on January 12 and 13 (all three counties), January 16 (Stanislaus and Contra Costa), February 20 (Stanislaus and Contra Costa), February 24 and 25 (all three counties), March 12 (Stanislaus and Contra Costa), and March 26 (Stanislaus and Contra Costa).</p> <p>1. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties current procedures, policies, systems and practices (07/03).</p>

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		<p><input checked="" type="checkbox"/> All counties are beginning work on their self assessments, which are due by June 30, 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>2. In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</p> <p><input checked="" type="checkbox"/> The CDSS is assisting these counties in analyzing procedures, policies, systems and practices in order to prepare their county plans. The counties are also working on their self assessments, which will be submitted in June 2004. The SIPs are due September 2004, and will outline their program goals.</p> <p>CDSS staff will provide written and onsite technical assistance, based on specific county's assessed needs and gaps (including training for hotline supervisors as needed), to each county during implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (9/03)</p> <p>The CDSS provided technical assistance and program support to these counties during the quarter (see dates above). The CDSS is assisting the counties in analyzing procedures, policies, systems and practices in order to prepare county plans. County self assessments will be submitted in June 2004. Technical assistance and training will continue to be provided over the upcoming months as SIPs are drafted.</p>
CDSS will monitor the implementation of improvement strategies.	06/05	<p>CDSS will track and document completion of all steps in the action plan (09/03).</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p>CDSS will track county safety outcome improvement data from the C-CFSR (Matrix 1C, 1D & 2A) and report quarterly (12/03, 03/04,</p>

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		<p>06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR process was implemented beginning the first quarter of 2004, counties received their data, and CDSS will track safety outcome data both statewide and on a county-by-county basis.</p> <p>Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided beginning (12/03).</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p>Every quarter, three new high priority counties will be selected for technical assistance through the end of the PIP. A new technical assistance cycle will be completed each quarter 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</p> <p><input checked="" type="checkbox"/> CDSS provided technical assistance and program support to the counties. Technical assistance will continue to be provided over the upcoming months.</p>
<p>Los Angeles County Department of Children and Family Services (LA-DCFS) will implement the changes in placement policies, procedures and practices.</p>	<p>03/04</p>	<p>Los Angeles Strategy</p> <ol style="list-style-type: none"> 1. LA-DCFS will complete review and develop a matrix of all of the placement decision points (08/03) <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. 2. Based on review, LA-DCFS will design and identify a placement procedure process that matches the child's needs (10/03). <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Update: As reported in the last quarterly report on the changes being implemented in Los Angeles County, placement procedures encompass three distinct areas: recruitment of appropriate resource families; training and support of those families; and matching the needs of the child with the strengths of the resource family. <input checked="" type="checkbox"/> Recruitment: DCFS has been working with the National Foster Parent Association (NFPA) for the past nine months

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		<p>on a comprehensive recruitment plan. The grant with NFPA was recently expanded. CDFS is planning on completing the 5 year recruitment plan by the end of the year. DCFS continues to work with KCBS/Viacom to enhance outreach efforts. They have provided the county with demographic information regarding customers who shop at Target, Wal-Mart and Costco to launch a family-oriented outreach strategy within these venues. The staff have planned presentations and continue to network on establishing a partnership. County staff will park the recreational vehicle (RV) that displays the county logo in the parking area with social worker and resource parents to staff the RV. It is anticipated that family-oriented shoppers will stop by a visit.</p> <ul style="list-style-type: none"> ☑ Training and support for resource families: In March 2004, DCFS consolidated orientations, pre-service training and family assessments/evaluations for all resource families (i.e. foster and/or adoptive parents). DCFS continues to work with their partners in Community Care Licensing (CCL) to accommodate the needs of the community. In order to facilitate permanency, it is essential that the county offer evening and Saturday orientations, and is working on doing so. Finally, DCFS is continuing to work with a contractor responsible for working with the county to implement Permanency & Safety – Model Approach to Partnerships in Parenting (PS-MAPP) designed to prepare families for concurrent planning. All resource parent(s) are licensed by CCL and approved for adoption. ☑ Matching: DCFS initiated the Foster Care Search Engine (FCSE), and the program has been implemented. Staff are pleased with this tool to assist them with searching for appropriate out-of-home care placement options. This tool will significantly shorten the amount of time county staff

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		<p>spends conducting searches, the staff sees as a tool that has improved efficiency and delivery of services.</p> <p>3. LA-DCFS will implement quality assurance procedures to monitor compliance with the new placement decision-making process (10/03)</p> <p>DCFS is continuing to design a “Contract Program Management Division” which will include the responsibility to monitor contracted Group Home and Foster Family Agency (FFA) providers on achievement of outcome performance measures including facility reviews; maintaining contact with Contractors on a regular basis to promote:</p> <ul style="list-style-type: none"> • Effective information sharing and open communication • Technical assistance • Research/review issues of concern including Child Protection Hotline referrals. <p>In order to maximize resources and to develop a partnership process to share the contract monitoring responsibilities/goals, DCFS is establishing partnership with other County stakeholders. They have met with Community Care Licensing and the County’s Auditor Controller’s office and plan on meeting with the Probation Department and the Department of Mental Health.</p> <p>The group home performance-based contract is scheduled to become effective September 1, 2004. The county is continuing to work with Foster Family Agency (FFA) representatives on the development of performance measures for the FFA contract and anticipate finalization and inclusion of the performance measures in the current FFA contract by the beginning of 2005. The county is targeting May 2004 to begin initiating tasks identified in the new design.</p>

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		<p>Also under the proposed “Division”, staff will be responsible for supporting regional operations on the design of a standardized “team decision making process” which will include case planning and matching the family/child(ren) to appropriate services and placement resources. This may include screening, assessment and approval process for group home placements. DCFS has already begun analyzing the various “team decision making” processes throughout the department and scheduling several work group meetings regarding the standardization.</p> <p>Finally, the proposed “Division” will be responsible for identifying various gaps in resources/services (e.g. family preservation, mental health, etc.) throughout the county and providing technical support to the designated Program Managers by assisting them with the development of resources and performance based contracts.</p> <p>4. LA-DCFS will develop a training curriculum and train workers on the new placement process (12/03)</p> <p style="padding-left: 20px;"><input checked="" type="checkbox"/> Training on the placement control model is being developed and will be initiated once the program is developed and staffed. For the consolidated home study, training will be developed once the process receives final approval. Staff will be trained once the assessment tools and necessary infrastructure are in place. Implementation of the process is targeted for May 1, 2004.</p> <p>5. LA-DCFS will implement the new process beginning 12/03. (03/04)</p> <p style="padding-left: 20px;"><input checked="" type="checkbox"/> Several changes in Los Angeles County’s placement process are now/have been implemented to more appropriately meet children’s placement needs. Some of</p>

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		<p>these were reported in prior quarterly reports. In addition, DCFS continues to work on developing a centralized/decentralized process to ensure children who require out-of-home care are appropriately placed. Children who are being considered or determined to require placement in a group home will be screened, assessed and approved for group home placement via a centralized process prior to being placed. Implementation of the process is targeted for May 1, 2004.</p>
<p>CDSS will provide technical assistance to Los Angeles County</p>	<p>03-04</p>	<p>CDSS staff will review and provide technical assistance to Los Angeles County on implementation plans, action steps and training improvements beginning 08/03. (03/04)</p> <p><input checked="" type="checkbox"/> The CDSS is assisting the county in analyzing procedures, policies, systems and practices in order to prepare their county plan. County self assessments will be submitted in June 2004. Technical assistance and training will continue to be provided over the upcoming months as SIPs are drafted. CDSS also provided technical assistance to Los Angeles County on plans for implementing comprehensive safety assessment, differential response and other practice improvements in permanence and well-being.</p>
<p>Action Step # 2: The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).</p>		
<p>Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.</p>	<p>06/04</p>	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>CDSS will approve county System Improvement Plans (SIPs)</p>	<p>09/04</p>	<p>1. Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>2. CDSS will provide onsite technical assistance during both the self</p>

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		<p>assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C & E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04)</p> <p><input checked="" type="checkbox"/> Training on the new Outcomes and Accountability System (AB 636) was offered to all counties. All counties received their county specific data during the quarter. Training was conducted for counties on data management and analysis. The CDSS is assisting the counties in order to prepare their self assessments, which will be submitted by June 30, 2004. Training and technical assistance will continue to be provided, as the SIPs are due September 2004, and will outline county program goals.</p> <p>3. The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will provide technical assistance	09/04	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
CDSS will monitor implementation of county SIPs	06/05	<p>CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p>

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		<input checked="" type="checkbox"/> See above tasks.
Action Step #3: Based on what is learned in Action Steps # 1 and 2, the CDSS will identify and provide technical assistance (see glossary) to improve risk assessment practice in out-of-home care. In addition, the CDSS will provide training for hotline workers and supervisors on how to handle allegations of maltreatment of children in out-of-home care using practices from high performing (see glossary) counties as models. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.		
CDSS will identify promising practices in high performing counties (see glossary).	09/03	<p>1. Using C-CFSR (Matrix 1C, 1D &2A) data, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal. (07/03).</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. High performing and high priority counties were identified. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03).</p> <p><input checked="" type="checkbox"/> Completed. A report was issued 9/03 to The Office of Redesign, which contains research and analysis of successful assessments and procedures. The research and analysis was completed 6/03, and the report completes California's approach to the safety assessment.</p> <p>2. CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (08/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>3. CDSS will release guide to all counties in an All County Information Notice (ACIN) as a resource to all counties (09/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
CDSS will give priority to training of hotline staff.	06/05	<p>1. All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03).</p> <p><input checked="" type="checkbox"/> Completed 02/03.</p> <p>CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D &2A), will coordinate priority training for hotline workers</p>

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		<p>and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05).</p> <ul style="list-style-type: none"> ☑ The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. Los Angeles County hotline staff have received priority training (see above). ☑ CDSS is working with 19 counties in the area of safety, including on issues regarding this indicator. They are: Alpine, Amador, Calaveras, Contra Costa, Del Norte, Glenn, Humboldt, Los Angeles, Placer, Plumas, Sacramento, San Luis Obispo, San Mateo, Siskiyou, Stanislaus, Tehama, Tuolumne, Trinity and Yuba. ☑ Counties are working on the development of an operational plan for a new intake structure which will utilize a new screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide approach to assessment of safety, risk and protective capacity, which should also result in better outcomes in this area, as the caretakers' (foster parent, relative caretaker, etc.) protective capacity will be assessed. ☑ The assessment approach was discussed with the 19 counties at meetings held on January 16, February 20, March 12, and March 26. Discussed were the initial assessment at the hotline, intake assessment tool at the first face-to-face meeting, and the comprehensive family assessment used later in the process to determine a family's strengths and needs. Members discussed tasks in the process from initial report on, and clarified protocol, procedures and judgments for each step.

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CDSS will provide technical assistance and training to three counties per quarter.	06/05 Co. / Dates 1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<input checked="" type="checkbox"/> CDSS provided technical assistance, training and program support to Los Angeles, and 18 other counties. Technical assistance will continue to be offered by CDSS staff as well as by consultants.
Action Step #4: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		
Action Step # 5: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 1, Items 3 & 4; Permanency		

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Outcome 1, Item 5) Status reported in Safety Outcome 1, Item 2A		
Action Step #6: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)		
Develop new consolidated process and draft legislation.	12/04	CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Submit legislative proposal	03/05	Legislative proposal will be submitted (03/05) No report due this quarter. CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.

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Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed	First quarter after passage of legislation. (Exceeds end date of PIP; dates not included)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes.</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law.</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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		<p>CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to CWS/CMS)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will begin regulation change process (Post PIP) (regulation change takes approximately nine months-ACL remains in force during the interim time period)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the implementation of the consolidated home study process	Post PIP	<p>CDSS will track that staff are trained and action steps are completed. (Post PIP)</p> <p>CDSS will track progress quarterly. (Post PIP)</p>
<p>Action Step #7: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 25 & 28; Systemic Factor 7, Item 44)</p>		
Using C-CFSR, identify high performing counties (See Glossary) that have good practices.	12/03	<p>Using the C-CFSR process, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (09/03).</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. High performing and high priority counties were identified. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements. (09/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be</p>

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		<p>incorporated into the guide is the proven practice of, “team review process” to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03).</p> <p><input checked="" type="checkbox"/> The Promising Practices Guide is currently in the approval process and should be disseminated by ACIN by the end of April 2004. The promising practices to be included are:</p> <ul style="list-style-type: none"> ▪ Family Group Decision Making ▪ Family to Family ▪ Permanency Planning Mediation ▪ Placement Review Team ▪ Wraparound Services
The CDSS will provide targeted technical assistance to three high priority counties per quarter.	<p>06/05 Co. / Dates</p> <p>1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05</p>	<p>Technical Assistance Cycle</p> <p>Using C-CFSR (Matrix 3C) data, CDSS will identify a list of all high priority counties (09/03)</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. High performing and high priority counties were identified. From the high priority list, CDSS will select three counties that will receive technical assistance (09/03).</p> <p><input checked="" type="checkbox"/> CDSS is working with 19 counties in the area of permanency and well-being, including on issues around this indicator. They are: Alpine, Amador, Calaveras, Contra Costa, Del Norte, Glenn, Humboldt, Los Angeles, Placer, Plumas, Sacramento, San Luis Obispo, San Mateo, Siskiyou, Stanislaus, Tehama, Tuolumne, Trinity and Yuba. These counties together have approximately half of the child welfare services caseload in the state.</p> <p><input checked="" type="checkbox"/> The high priority counties for this particular data indicator are Placer, Sacramento, San Mateo and Stanislaus. These counties are designated high priority because they are performing below the statewide average on this measure.</p>

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		<p>☑ CDSS provided technical assistance and program support to counties under this action step. Using both online (CWS/CMS) and onsite reviews, CDSS will analyze the three high priority county's current procedures, policies, systems and practices. (12/03)</p> <p>☑ See above tasks. In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (12/03)</p> <p>☑ The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data..</p> <p>☑ All counties are beginning work on their self assessments, which are due by June 30, 2004. Their SIPs are due September 2004, and will outline their program goals. CDSS staff will provide written and onsite technical assistance in the implementation of promising practices, based on specific, county assessed needs and gaps, to each county implementing their county action plans. Quarterly reports will document that the technical assistance has been provided (12/03)</p> <p>☑ CDSS provided technical assistance and training to counties. All counties are beginning work on their self assessments, which are due by June 30, 2004. Their SIPs are due September 2004, and will outline their program goals. CDSS will continue to provide technical assistance and training to counties. Every quarter, three new high priority counties will be selected for the technical assistance Cycle. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p>☑ See above tasks.</p>
CDSS will monitor and document the implementation of each county's action	06/05	Based on C-CFSR (Matrix 3C) quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals

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plan.		<p>are met. (06/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p>Quarterly reports will document that the technical assistance has been provided. (12/03, 3/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
CDSS will provide ongoing support to existing Family to Family counties to ensure practice is fully used in all cases, countywide	06/05	<p>CDSS created and operates a California Family to Family website. (05/02)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p><input checked="" type="checkbox"/> Update: On February 6, 2004, the Resource Center for Family Focused Practice facilitated a conference call with the consultant from the Annie E. Casey Foundation to continue curricula development for Building Community Partnerships and identification of county training needs.</p> <p><input checked="" type="checkbox"/> On March 4, 2004, the Resource Center for Family Focused Practice facilitated a meeting with the Annie E. Casey Foundation consultant, representatives from Regional Training Academies and Inter University Consortium to support and provide feedback on proposed training curricula for the Building Community Partnerships strategy. The Building Community Partnership “Training for Trainers” is scheduled for May 20, 2004.</p> <p><input checked="" type="checkbox"/> On March 30, 2004, the Resource Center for Family Focused Practice facilitated the Family to Family</p>

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		<p>Statewide Planning Group meeting to identify training continuum needed to support internal capacity for Family to Family technical assistance and training products in 2004. This group meets quarterly.</p> <p>CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</p> <ul style="list-style-type: none"> ☑ The CDSS Family to Family staff held roundtable and technical assistance meetings on January 9, 2004, and March 12, 2004, with county Family to Family Coordinators. ☑ On January 14, 2004, CDSS held its quarterly planning meeting with the Annie E. Casey and Stuart Foundations Site Leaders to discuss up coming Family to Family activities, county site visits, trainings, conferences and other meeting pertaining to Family to Family implementation. ☑ On February 11-13, 2004, the Annie E. Casey Foundation held a Family to Family National Leadership Summit attended by California Family to Family counties. ☑ On March 31- April 2, 2004, the Annie E. Casey and Stuart Foundations provided Family to Family implementation technical assistance and training to San Mateo, Contra Costa, Stanislaus, San Luis Obispo and Santa Barbara counties. This convening focused on exploring the principles, strategies and outcomes of the connections between all California's child welfare initiatives and Family to Family integration.

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<p>CDSS will increase the number of counties that use Family to Family to 60 percent of the caseload.</p>	<p>06/05</p>	<p>CDSS with support from Annie E. Casey and Stuart Foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)</p> <ul style="list-style-type: none"> ☑ Completed 07/03. Update: Since the last quarter, five more counties have begun planning for implementation of Family to Family, which will be 22 California Family to Family Counties. These counties, Tehama, Trinity, Glenn, Sacramento, Humboldt and Placer, have made a commitment to Family to Family without grant funds from Annie E. Casey or Stuart Foundations. ☑ With the addition of these five new counties, this now equals 85.44% of the caseload. <p>2 The new counties will have plans for implementing all four components of Family to Family (12/03).</p> <ul style="list-style-type: none"> ☑ Completed. <p>The new counties will have completed training for Family to Family (06/04).</p> <ul style="list-style-type: none"> ☑ No report due this quarter. <p>The new counties will have all four components in test mode (12/04).</p> <ul style="list-style-type: none"> ☑ No report due this quarter. <p>The new counties will have all four components implemented (06/05).</p> <ul style="list-style-type: none"> ☑ No report due this quarter. <p>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is fully used in all cases and is fully implemented countywide in each site 06/03. (06/05)</p> <ul style="list-style-type: none"> ☑ See task # 3 of the prior benchmark for a description of the support, training, consultation and technical support provided to counties during the quarter.
<p>We will increase implementation of the Family to Family initiative. By June 30,</p>	<p>6/30/05</p>	<p>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, case review and</p>

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2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide		<p>practice updates (06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will document implementation by ensuring the completion of each action step noted above and that county operating procedures conform to the Family to Family core procedures. A copy of each county's procedures will be maintained by CDSS begin 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> See prior tasks for a description of the support, training, consultation and technical support provided to counties during the quarter, and for tracking of tasks completed.</p>
CDSS will monitor the maintenance and implementation of Family to Family	06/05	<p>CDSS will track the county generated data required under Family to Family, completion of action steps, number of staff trained and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> CDSS continues to track county generated Family to Family outcomes data on CWS/CMS reports. Family to Family counties will report action steps and implementation progress in the County Self Assessment and County System Improvement Plan (SIP), due June 2004 and September 2004, respectively.</p> <p><input checked="" type="checkbox"/> Finally, the Annie E. Casey and Stuart Foundation site leaders for California, along with CDSS' consultant from UC Berkeley, will meet May 3, 2004 with Region IX staff to provide details regarding Family to Family implementation plans, maintaining the Family to Family model, county staff training, evaluation process and progress reporting requirements.</p>
<p>Action Step #8: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)</p>		

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CDSS will request technical assistance from the NRC	12/03	<p>The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03)</p> <p><input checked="" type="checkbox"/> Completed.</p>
CDSS will provide technical assistance to counties	06/05	<p>CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05)</p> <p><input checked="" type="checkbox"/> See Task # 2 above. Counties are in the process of developing local recruitment plans as part of their C-CFSR County System Improvement Plan (SIP) due September 2004. Technical assistance from AdoptUSKids includes reviewing and giving feedback on the SIPs' recruitment plans where disproportionality is an issue to identify practice, policy, and systemic gaps where CDSS can address the issues. This work may occur in July or August 2004.</p>
CDSS will issue an ACIN and provide training to counties	01-04	<p>CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04)</p> <p><input checked="" type="checkbox"/> Completed. CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003.</p>
CDSS will monitor county recruitment plans	06/05	<p>CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> All counties are beginning work on their self assessments, which are due by June 30, 2004. Their SIPs are due September 2004, and will outline their program goals.</p>

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		<input checked="" type="checkbox"/> Data on the race/ethnicity of foster and adoptive parents can be collected, and counties will be notified that data can be collected.
Program Contacts - Action steps 1,2,6,7,& 8: Pat Aguiar Action steps 4: Eileen Carroll; Action Steps 3 & 5: Nina Grayson		

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Safety Outcome 2, Items 3 & 4

<p>Improvement Goal: We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005</p>	<p>March 31, 2005:</p>	
<p>Frequency of Measurement: Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.</p>	<p>AFCARS/NCANDS Semi-Annual Measures : Not applicable for this item.</p> <p>December 2003: June 2004: December 2004: June 2005: (This last one may not be necessary, since goal should be met by 3/2005.)</p>	<p>C-CFSR Quarterly Data : No report due this quarter.</p> <p>June 2004: September 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>	

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Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 2: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign Process. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Program Contacts: Action Steps 1 & 3: Nina Grayson; Action Steps 2 & 4: Eileen Carroll</p>		

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Permanency Outcome 1, Item 5

Improvement Goal: The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent June 30, 2005	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement	AFCARS/NCANDS Semi-Annual Measures: No report due this quarter December 2003: 11.0% June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 11.1% (from 3 rd quarter 2003) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) Status reported in Safety Outcome 1, Item 2A		
Action Step #2: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 8)</p>		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03) <input checked="" type="checkbox"/> Completed.
Analyze fiscal impact if legislation were enacted	05/03	CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03) <input checked="" type="checkbox"/> Completed.
Submit legislative proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03) <input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal.
If legislation passes, implement through ACL and regulation processes as needed.	09/03 (assumes legislation passes on 07/01/03)	CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> As legislation has not yet passed, fiscal, claiming, regulation, training and CWS/CMS changes do not have to be considered at this time. CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required Federal IT approval.)

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be issued. CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, instructions cannot be issued. CDSS will incorporate this change into statewide training curriculum (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified.
		CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed). <input checked="" type="checkbox"/> As legislation has not yet passed, no changes can be made. 1. CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period). <input checked="" type="checkbox"/> As legislation has not yet passed, no regulation changes have begun.
CDSS will amend the contract with Judicial Review and Technical Assistance (JRTA) contract.	12/03	CDSS will amend JRTA contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03) <input checked="" type="checkbox"/> As legislation has not yet passed, it is not necessary to amend the JRTA contract at this time. However, the contract is being amended even though legislation is currently pending. Because the contract has not been fully executed at this time, JRTA is not yet performing any of the duties outlined in the contract amendment beyond the meeting with the NRC to discuss a training strategy. Once the JRTA contract amendment is executed, the activities can begin.

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CDSS will monitor implementation	06/05	<p>CDSS will track and document the completion of all action steps, training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As the legislation has not yet passed, it is not yet necessary to track the completion of action steps, training or technical assistance. However, once the JRTA contract amendment is executed, a workgroup meeting will be convened to finalize the training strategies for TPR and concurrent planning.</p>
<p>Action Step #5: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome1, Item 2A</p>		
<p>Action Step # 6: As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families</p>		
CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads	06/04	<p>1. CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03)</p> <p>In terms of the impact of redesign, each county in Cohort 1 was required in their County Plan (which was due to the State on January 9, 2004) to identify a Workforce Preparation and Support Team by no later than June 30, 2004, to assess and address workforce and the impact of the Redesign on workload. Cohort 1 counties have been meeting with the State approximately twice a month since November 2003 to discuss a variety of issues that affect their implementation of Redesign. Discussion of the workforce and associated issues, such</p>

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		<p>as organizational culture change, took place on February 20, 2004.</p> <p>The Southern Regional Training Academy held an AB 636 Southern region meeting on March 8, 2004. Training representatives from Riverside, Los Angeles, Orange, San Diego, Imperial and San Bernardino counties participated in the meeting. The gathering of these counties will be a monthly, ongoing activity to address issues and solutions on AB 636 related topics. Ongoing discussion topics will include such things as utilization of County Self Assessment teams, engaging staff and community partners, data sources, workload and fairness and equity.</p> <p>2. Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will institute state and county level fiscal reforms to encourage reduced caseloads and workloads	06/04	<p>CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes components tied to-county plans developed in conjunction with local partnerships. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will apply the flexible funding strategies. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p>
Program Contacts: Action Steps #1, 3 & 5: Nina Grayson; Action Steps # 2 & 6: Eileen Carroll; Action Step #4: Pat Aguiar		

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Permanency Outcome 1, Item 6

Improvement Goal: The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.	AFCARS/NCANDS Semi-Annual Measures: No report due this quarter December 2003: 80.3% June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 84.9% (from 3 rd quarter data) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.	Date Improvement Goal Achieved: by December 31, 2003 Date all Action Steps completed:	

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #2: Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to clarify and resolve outstanding concurrent planning implementation issues, such as the importance of integrating adoption practices earlier		

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in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.		
CDSS will identify barriers to full implementation of concurrent planning in the counties.	03/04	<p>CDSS will survey all counties to assess the degree of full integration of concurrent planning into their county system and identify known barriers (03/04)</p> <p>☑ Completed. Due to staffing limitations, CDSS was not able to survey all counties. However, the Child Welfare Research Center, University of California, Berkeley conducted a study of concurrent planning implementation in several counties. This study examines the implementation of concurrent planning in 6 California counties through focus groups and interviews with a variety of stakeholders in concurrent planning cases (i.e., social workers, supervisors, and child welfare managers; attorneys and judges; and foster parents and birth parents). Promising Practices from several non-study counties and agencies with well-developed concurrent planning approaches have also been examined.</p> <p>CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</p> <p>☑ The Child Welfare Research Center study, referenced above, identified several promising practices. These have been described and posted on the Center's website. CDSS is currently developing an ACIN to provide this information to counties. The URL is: http://cssr.berkeley.edu/childwelfare/researchdetails.asp?name=promising</p>
Issue ACIN to clarify and work with counties to resolve outstanding concurrent planning implementation	09/04	CDSS will release an ACIN which will include model procedures, systems and practices and an updated county procedure training guide that builds on initial statewide training delivered when law

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
issues		<p>was first implemented. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will request to work with the NRC on Permanency Planning and Information Technology to develop an online concurrent planning resource web site that will contain on line training tutorials, successful operational strategies, and examine the potential for a “chat room” where county staff can discuss issues/experiences. (06/04) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>Each county, based on barriers identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (09/04) <input checked="" type="checkbox"/> No report due this quarter</p>
CDSS will provide technical assistance and training	06/05	<p>CDSS staff will provide written and onsite technical assistance on recruitment strategies, organizational analysis to counties to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05) <input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor and document the implementation	06/05	<p>CDSS will track county progress, report on the number of county staff trained and completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.</p>
Los Angeles County will fully implement concurrent planning	06/05	<p>Los Angeles Strategies: Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning</p>

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		<p>Institute of the National Resource Center (01/03)</p> <ul style="list-style-type: none"> ☑ Completed. The County is working with CDSS and the NRC for Permanency Planning. A consultant from the NRC, Rose Wentz, participated in a mandatory DCFS department managers' meeting on December 12, 2003, to develop goals, objectives and an action plan for improving concurrent planning in Los Angeles County. ☑ Also, as part of fully implementing concurrent planning, DCFS' Chief Deputy and the Deputy Director for Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption on 9/24/03. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of the current and proposed status on implementing concurrent planning.
CDSS monitor Los Angeles concurrent planning action plan	06/05	<p>Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</p> <ul style="list-style-type: none"> ☑ The department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, is intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation for successful Concurrent Planning. ☑ Update: The Torrance project has been implemented in all regional offices. The initial evaluation of the project is projected to be completed by the end of July 2004. ☑ By November 2003, Los Angeles DCFS completed a concurrent planning/adoption assessment, identifying areas of policy and practice that required revision and training. The action plan to fully incorporate concurrent planning into operating procedures has been developed, with June 2004 as the target for completion of all components of the action plan.

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		<p><input checked="" type="checkbox"/> The concurrent planning training curriculum has been developed by the DCFS training Section in partnership with the Inter University Consortium, and is being piloted starting the end of April. The training is skill-based, and a managers' and supervisors' training has also been developed. The concurrent planning training is projected be completed by December 2004.</p> <p>1. CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #4: As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p>		
Counties will analyze their placement resource needs	06/04	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Each county will develop a plan to address those needs	09/04	<p>1. Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)</p> <p><input checked="" type="checkbox"/> The C-CFSR process has begun implementation, beginning in the first quarter of 2004 with all counties receiving their data. The counties have received training on data and on the self assessment process, and are now working on their self assessments. The self assessments are due by June 30, 2004.</p> <p><input checked="" type="checkbox"/> The SIPs are due September 2004, and will outline the county program goals. CDSS will provide training and technical assistance to assist in the development of county SIPs.</p> <p>CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p>
CDSS will provide technical assistance	06/05	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented begin 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the progress of	06/05	<p>1. CDSS will track the implementation of each county's SIP</p>

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counties implementation		<p>recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR process has begun implementation, beginning in the first quarter of 2004 with all counties receiving their data. The counties are now working on their self assessments, which are due by June 30, 2004. The SIPs are due September 2004, and will outline their program goals, including placement resources. CDSS will provide technical assistance to assist in the development of county SIPs.</p> <p>2. CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
Program Contacts - Action steps 1-4: Pat Aguiar		

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Permanency Outcome 1, Item 7

Improvement Goal: We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points to 82.7 percent by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.	AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item December 2003: not applicable June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 79.4% (from 3 rd quarter data) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 8 ,9,& 10; Systemic Factor 2, Item 28)		
CDSS will use C-CFSR data to identify high performing counties	09/04	Using C-CFSR, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (06/04). <input checked="" type="checkbox"/> No report due this quarter.

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		<p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (07/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Technical assistance will be provided to three high priority counties each quarter.</p>	<p>09/04 Co. / Date</p> <p>1-3: 09/04 4-6: 12/04 7-9: 03/05 10-12: 06/05</p>	<p>Using Safety outcome C-CFSR (Matrix #3A & 3C) data, CDSS will identify a list of all high priority counties (6/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. From the high priority list, CDSS will select three counties to provide TA (06/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>2. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (06/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>3. In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (07/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>4. CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>Each quarter, three new high priority counties will be selected for each technical assistance cycle (12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p>
<p>CDSS will monitor and document the implementation</p>	<p>06/05</p>	<p>1. CDSS will track county outcome improvement data from the C-CFSR and implementation of their action plans and report quarterly beginning 12/04. (06/05)</p>

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		<input checked="" type="checkbox"/> No report due this quarter. 2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles	04/04	Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03). <input checked="" type="checkbox"/> CDSS will analyze the evaluation of the "Torrance Model" being implemented in Los Angeles County to reduce timelines and successfully fully implement concurrent planning, and track the implementation of the Model. The evaluation is projected to be completed at the end of July 2004. 1. Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03) <input checked="" type="checkbox"/> Completed. Hunter College/NRC for Concurrent Planning has been providing Los Angeles County DCFS with technical assistance in the areas of policy and training development. <input checked="" type="checkbox"/> Update: To date, Los Angeles County DCFS has revised its Concurrent Planning policy and feedback from Rose Wentz is that current LA County DCFS policy is written to meet Federally mandated timelines for permanency. <input checked="" type="checkbox"/> In addition, Rose Wentz has been working with the InterUniversity Training Consortium and DCFS in the development of concurrent planning training. In December 2003, a management training took place. Work is ongoing for the next phase of training to include a management/supervisor session on concurrent planning, followed by a day of social worker training. These sessions are scheduled to begin roll out in May 2004. Future training sessions are also being planned to

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		<p style="text-align: center;">address skill-building techniques associated with concurrent planning and strength-based practices.</p> <p>2. In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving concurrent planning.(09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is working with Los Angeles County to review all relevant sources to complete their plan of action. An action plan is being drafted as part of their work with the National Resource Center for Foster Care and Permanency Planning. Further, CDSS will analyze the evaluation of the "Torrance Model" being implemented in Los Angeles County, and track the implementation. <input checked="" type="checkbox"/> Update: Los Angeles County is now working on their county self assessment, which is due by June 30, 2004. The County's SIP is due September 2004, and will outline their program goals, including concurrent planning. CDSS will provide training and technical assistance to assist in the development of the County's SIP. <p>Los Angeles County will develop and implement training for FR staff. (10/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The training has been developed. (See Permanency 1, item 6, action step # 2, benchmark # 6 for a description of the training.) <input checked="" type="checkbox"/> Los Angeles County DCFS has implemented a four phase training plan to complete this task. It began with the Management Overview held in December 2003. <input checked="" type="checkbox"/> Phase I focuses on permanency planning/adoption assessment training for all social work staff. This is projected to be completed by April 2004. <input checked="" type="checkbox"/> Phase II focuses on skill building for all social work staff. This is projected to be completed by the end of April 2004. <input checked="" type="checkbox"/> Phase III focuses on training for managers and supervisors, and will begin in April 2004.

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		<input checked="" type="checkbox"/> Phase IV focuses on all county rollout of concurrent planning skill building for all social works and supervisors. This will begin in April 2004. 3. CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04) <input checked="" type="checkbox"/> No report due this quarter
Los Angeles will implement concurrent planning	04/04	Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04) <input checked="" type="checkbox"/> Initial implementation was scheduled to begin in the arena of Adoption with the department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation Los Angeles County is continuing to work on an action plan of the implementation of specific procedures, policies, systems and practices. <input checked="" type="checkbox"/> Update: The Torrance Model was implemented in all regional offices in January 2004, and the initial evaluation of the model is projected to be completed by the end of July 2004. 1. Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor and document the implementation of concurrent planning in Los Angeles County	06/05	Based on C-CFSR quarterly reports, CDSS, will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter. 1. CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05).

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		<input checked="" type="checkbox"/> No report due this quarter.
Action Step # 2: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28		
The CDSS will seek technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues.	09/03	<p>The CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (09/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The National Child Welfare Resource Center on Legal and Judicial issues will provide training to all judges on current law regarding TPR (11/03).</p> <p><input checked="" type="checkbox"/> CDSS has re-evaluated the training plan and determined that JRTA has the capability and familiarity to effectively provide onsite training statewide at the local levels. CDSS and JRTA have and will continue to consult with the NRC on an as needed basis in order to further enhance the training strategy and curriculum.</p> <p><input checked="" type="checkbox"/> The training will commence upon final approval of the contract amendment, submitted December 2003, which is subject to exemption authorization for the Department of Finance (as directed by the Governor's Executive Order).</p>
The CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been foster care for 15 of the most recent 22 months	03/04 (subject to approval by the Judicial Council)	<p>Workgroup convenes (01/04).</p> <p><input checked="" type="checkbox"/> In an effort to ensure that probation officers receive training relevant to child welfare requirements, an advisory group consisting of representatives from CDSS, CPOC, Judicial Council and the Resource Center for Family Focused Practice was convened on February 25, 2004. The Resource Center for Family Focused Practice is developing materials that will be used as part of the curriculum for concurrent planning, visitation requirements and the Termination of Parental Rights processes.</p> <p>Workgroup develops strategies, CDSS, with county input, and conducts CWS/CMS system analysis. (03/04)</p> <p><input checked="" type="checkbox"/> Discussions were begun on training content, and strategies are</p>

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Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		being developed.
The new strategies will be implemented statewide	06/04	CDSS will issue an ACL incorporating any initial instructions for implementing the strategies, including any countywide level staff training instructions, procedures and approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. ACL will instruct counties to ensure all staff and supervisors be trained on any changes within 30 days of receipt of letter. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor implementation of strategies.	06/05	CDSS will track quarterly the numbers of children receiving timely TPR and who have compelling reasons documented in order to ensure county implementation of this law and policy change (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #3: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. (Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)		
CDSS will review statutory issues and develop strategy	05/04	CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04) <input checked="" type="checkbox"/> Further policy analysis concluded that existing statute sufficiently requires the court to consider, at each six month hearing, all permanency planning options for children who must remain in care. Welfare and Institutions Code Section 366.3 (g) in pertinent part states "...the court shall consider all permanency planning options for the child including whether the child should be returned to the home of the parent, placed for adoption, or appointed a legal guardian, or, if compelling reasons exist for finding that none of the foregoing options are in the best interest of the child, whether the child should be placed in another planned permanent living arrangement. The court shall order that a hearing be held pursuant to Section

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		<p>366.26 [to TPR or order guardianship] unless it determines by clear and convincing evidence, that there is a compelling reason for determining that a hearing held pursuant to Section 366.26 is not in the best interest of the child because the child is not a proper subject for adoption, or no one is willing to accept legal guardianship."</p> <p>Review implications of change with California Welfare Directors Association, Chief Probation Officers of California and the Judicial Council.</p> <p><input checked="" type="checkbox"/> As a legislative change was not necessary, the implications did not need to be discussed with CWDA, CPOC and the Judicial Council. However, CDSS issued ACIN I-62-03 on September 23, 2003, to reiterate the requirement to consider all permanency options.</p> <p>1. CDSS complete fiscal analysis (05/04)</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no fiscal analysis is needed.</p>
Submit proposed legislation	06/04	<p>Introduced language (06/04)</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no new language is needed.</p>
Implement statewide through ACLs and regulation processes, as needed	01/05 (assumes legislation passes on 10/04)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (10/04).</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no implementation issues need to be identified.</p> <p>CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (01/05)</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no ACL will be necessary. However, CDSS issued ACIN I-62-03 on September 23, 2003 to reiterate the requirement to consider all permanency options.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full</p>

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		<p>authority to implement new provision of law (01/05).</p> <p><input checked="" type="checkbox"/> See previous task.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05).</p> <p><input checked="" type="checkbox"/> See previous tasks.</p> <p>CDSS will incorporate this change into statewide training curriculum (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33)</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no update to training for this will be necessary.</p> <p>CDSS will begin regulation change process. (01/05) (regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no regulation change will be necessary.</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate. (01/05) (Note-implementation will be delayed if changes to the CWS/CMS require Federal IT approval)</p> <p><input checked="" type="checkbox"/> As no legislative change is necessary, no changes to CWS/CMS will be necessary.</p>
CDSS will monitor the implementation of the law change	06/05	<p>Through CWS/CMS, CDSS will track the counties permanency rates and data on staff training data to ensure county implementation and assess impact of this law and policy change.(3/05, 6/05)</p> <p><input checked="" type="checkbox"/> CDSS will track permanency rates through the C-CFSR process.</p>
Action Step #4: The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals		
CDSS will study the feasibility of various measurement options	09/04	<p>CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</p> <p><input checked="" type="checkbox"/> Completed. Measurement methods have been discussed with the counties, and an element added to the PQCR.</p> <p>CDSS will examine the feasibility of including additional variables in</p>

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		<p>CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Program Contacts - Action steps 1, 2 & 3: Pat Aguiar; Action step 4: Mary Tran		

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Permanency Outcome 1, Item 8

<p>Improvement Goal: : California's goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.</p>	<p>June 30, 2005:</p>	
<p>Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.</p>	<p>AFCARS/NCANDS Semi-Annual Measures:</p> <p>December 2003: 61.0% (FY 2002 AFCARS data)</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: 63.4% June 2004: September 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when California's performance in this area has improved by four percentage points and by the completion of all action steps</p>	<p>Date Improvement Goal Achieved: 12/10/03.</p> <p>Date all Action Steps completed:</p>	

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference Permanency Outcome 1, Items 7, 9 & 10; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #2: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 5)</p> <p>Status reported in Permanency Outcome 1, Item 5</p>		

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Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.		
CDSS will issue ACL	09/03	<p>CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03)</p> <p><input checked="" type="checkbox"/> Completed. ACL 03-61 was issued.</p>
CDSS will provide targeted training and monitor improvement in quality data.	06/05	<p>1. CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03).</p> <p>CDSS has coordinated with the CWS/CMS Project, which monitors the contract through which CWS/CMS training is offered to the counties, on issues discussed in the ACL. Training plans have been designed and implemented regarding data entry contained in the ACL. There are currently 12 half-day classes scheduled through June 8, 2004, and more expected as demand requires. The training is also offered to counties through the "on-site" training option in the CWS/CMS Statewide Training contract. Similar trainings have been developed and are currently being offered through the Northern Training Lab Consortium (NTLC) and Central Academy.</p> <p>CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As the ACL (03-61) addressing barriers and providing instructions on entering critical data was just released in December 2003, the impact on the quality of data will not be seen for a few months. In addition, a semi-annual AFCARS report will not be completed until 6/04.</p>

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		However, training is taking place and reported data elements and methods of monitoring improvement are being evaluated at the State and County levels for future quarters.
Program Contacts - Action steps 1-3: Pat Aguiar		

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Permanency Outcome 1, Item 9

Improvement Goal: California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.	AFCARS/NCANDS Semi-Annual Measures: December 2003: 20.9% (FY 2002 AFCARS data)	C-CFSR Quarterly Data: March 2004: 24.9% June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed	Date Improvement Goal Achieved: 12/10/03 Date all Action Steps completed:	

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 10; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		
Action Step # 2: CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies		
Los Angeles County will implement its 2003 Adoption Initiative	04/04	1. LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04)

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		<ul style="list-style-type: none"> ☑ In June 2003, Los Angeles County began the first phase of redistributing adoption cases. The first phase consisted of a 120-day Homestudy Project, which enabled the Adoptions Division to complete a significant number of pending adoptive homestudies. The second phase will be full implementation of the "Torrance Project" in all regional offices. Once this process has been implemented and stabilized, further steps will be initiated towards the retention of all child cases with the regional social workers. ☑ Update: The Torrance Project was implemented in all offices by January 2004. The initial evaluation of the project is projected to be completed by the end of July 2004. ☑ The Torrance Project is the first step in a four step approach. ☑ The second step was implemented on March 15, 2004, with the creation of the three consolidated home study sections. ☑ The third step is the streamlining of the DCFS' concurrent planning and termination of parental rights processes. An action plan has been developed for Executive approval. ☑ The fourth step is the implementation of the action plan, which is scheduled to begin in April 2004, and to be completed in September 2004. <p>As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</p> <ul style="list-style-type: none"> ☑ Los Angeles County DCFS has implemented its new Permanency Resource Division, as of March 2004, which includes three consolidated home study sections.

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		<p>Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</p> <p><input checked="" type="checkbox"/> As of March 2004, Los Angeles County has completed 1,702 of the 2,085 adoption home studies that were pending as of June 16, 2003. Barriers to the completion of home studies have been identified, such as marriage/divorce and livescan issues, and plans have been made to resolve the issues for the remaining 343 home studies.</p> <p>Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</p> <p><input checked="" type="checkbox"/> Los Angeles County DCFS has seen progress in its home study completion process. During calendar year 2003, it took 10.9 months, on average, to complete an adoption home study. In calendar year 2004 to date, the average time to complete home studies has dropped to 9.9 months due to recent changes.</p> <p><input checked="" type="checkbox"/> The consolidated home study process began on March 15th. DCFS anticipates it will take until October 2004 before they are able to assess progress in completing home study assessments within a 4-6 month timeframe. In addition to the consolidated home studies completed by the Resource Family Development Division, Adoptions Division, staff conduct home study assessments for caregivers (foster parents and adoptive parents) adopting children already in their care. The 9.9 months average is the latest timeline, although the ultimate goal for this grouping of home studies is also 4-6 months. DCFS anticipates that along with the system re-design proposed in the Concurrent Planning/Adoption Integration Proposal (enclosed along with an adoption timeline comparison of the</p>

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		<p>current procedures to the proposed ones), they will be able to meet this goal.</p> <p><input checked="" type="checkbox"/> In addition to this plan, Adoption social workers are receiving adoption training in the newly revised SAFE Home Study format as a means to improve home study practices. A series of training sessions began in March 2004, and will occur through June 2004.</p> <p>Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will provide technical assistance as needed, and report through quarterly reports.	06/05	<p>CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA County Adoption Initiative beginning 12/03. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS is tracking the implementation of Los Angeles County's Adoption Initiative. As issues arise where CDSS may be of assistance, Los Angeles County will advise CDSS.</p>
CDSS will monitor progress of LA adoption's initiative	06/05	<p>CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p><input checked="" type="checkbox"/> The Los Angeles County Adoption Initiative continues to be implemented. Several workgroups were initiated as a result of the initiative and most of</p>

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		<p>them have finished their tasks or been broadened to include other ongoing efforts. The following is an update on the workgroups:</p> <ul style="list-style-type: none"> ☑ Recruitment for Special Needs Children – This group developed a list of priorities and plans for recruitment. These will be implemented in conjunction with the recruitment efforts taking place in the newly formed Permanency Resources Division. ☑ Consolidated Home Studies – This group has completed its tasks. The Permanency Resources Division has three units of staff who began conducting consolidated home studies during the week of March 15, 2004. It is anticipated that the majority of these home studies will be completed in July 2004. ☑ Concurrent Planning/TPR – This group has completed its tasks. An implementation plan is being developed by a line staff/union team appointed by management and will be ready for the review of the executive management team on April 7, 2004. ☑ Data Gathering Processes – This group has completed its tasks and has shared its timeframes. The Division has also partnered with the Dependency Court to obtain monthly listings of children freed. Adoptions staff are contacting their Regional partners when the cases have not been transferred to the Adoptions Division within the designated timeframes. ☑ Legal Orphans Workgroup – This workgroup met beginning in January 2003 to address the issue of legal orphans and to achieve some agreement on this controversial issue among internal and external

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		<p>stakeholders. This group has been incorporated with the scope of the Department's special efforts to identify permanency options for all 14-18 year old youth, which is being conducted in conjunction with the County's Commission on Children and Youth.</p> <ul style="list-style-type: none"> ☑ Enhancing Post-Adoption Services (PAS) – This group has completed its tasks. They developed a list of recommendations to enhance PAS that are currently being implemented. These include enhancing the information systems and streamlining procedures for reviewing AAP rate change requests. ☑ Adoption Integration – This work group met and developed a plan for adoption integration into Regional operations. The plan encompasses four phases. The first phase was the implementation of the Torrance Project which has now been completed. Please note that, due to space considerations, there are a few offices that do not have staff co-located yet, however, Adoptions staff are assigned to specific units in those offices and are still implementing the Torrance model. The second phase, consolidated home study process was initiated on March 15, 2004. The third phase, the development and implementation of a plan to address TPR and concurrent planning/permanency planning, is nearing the final stages of development, A proposal for the implementation of the fourth phase was presented to the Department's executive team on March 25, 2004. This phase provides for the case management responsibilities to remain with the Regional CSW through finalization of the adoption, and for the Adoption CSWs to be primary on all applicant cases and secondary on child adoption cases with responsibility for all adoption work.

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		<p><input checked="" type="checkbox"/> Appropriate AAP Rates – This workgroup developed tools for use by staff in determining the appropriate AAP rates for children. The tools are being utilized throughout the Adoption Division. A new workgroup comprised of the Department’s management and several external stakeholders has now formed to further address this issue. The work of the group formed as a part of the Adoption Initiative has concluded.</p> <p><input checked="" type="checkbox"/> Streamline Home Studies – This workgroup examined the home study process and developed several methods to streamline them, such as sending a revised letter to applicants with the intake packet and a revised home study checklist. These have been implemented and this group has concluded its work and has finished its tasks. This group developed new procedures and timeframes to streamline the process, which have been implemented.</p>
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS’ contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #5: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs(Cross-reference to Systemic Factor 2, Item 28; and Systemic Factor 7, Item 44.)</p>		

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Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP	09/03	<p>CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03)</p> <p><input checked="" type="checkbox"/> Completed. Update: CDSS had identified an existing curriculum training entity, and The Resource Center for Family Focused Practice is working with the provider to provide county training as requested.</p>
Will issue ACIN clarifying existing state statute and policy	09/03	<p>CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)</p> <p><input checked="" type="checkbox"/> Completed 9/03.</p>
CDSS will provide technical assistance and monitor improvements	06/05	<p>CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> ACIN I-62-03 was issued September 2003, which addressed the overall intent of AAP. CDSS is continuing to provide technical assistance to the counties on AAP related issues via phone and e-mail.</p> <p>CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05).</p> <p><input checked="" type="checkbox"/> CDSS will incorporate the tracking of the delivery of training into the county self assessment process. The county self assessments are due June 30, 2004.</p> <p>CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See tasks above.</p>

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Action Step #6: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2B		
Action Step #7: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)		
Develop requirements and competencies for supervisors	09/04	<p>CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (09/04)</p> <p><input checked="" type="checkbox"/> Although no report is due this quarter, CalSWEC has begun conducting a survey to ascertain how both initial and ongoing training is being provided in California. The results of the survey will assist CDSS in the development of measurable training objectives that will provide the basis for determining how training is provided in the counties.</p>
Develop a common core curriculum for supervisors	03/05	<p>Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>The supervisor competencies will be revised and finalized (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that reflects the supervisory competencies and (03/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will instruct counties via ACL that all new child welfare</p>

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		supervisors must be trained to the new common core curriculum, effective 03/05 <input checked="" type="checkbox"/> No report due this quarter.
Monitor the implementation of supervisor training to the common core curriculum	06/05	CDSS will report quarterly on completion of tasks and number of supervisors trained. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign	06/05	<p>CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <p>Update: Training on the new initiatives for supervisors began in December 2003, and continues to be provided throughout the state. As reported in the previous quarterly report, the curriculum for supervisors has been developed and piloted in the southern part of the state. An All County Letter informing county welfare and county probation departments of the supervisors' training requirement and the reporting requirements is still in the departmental review process. It is anticipated that the letter will be released sometime between late April and early May 2004.</p> <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</p> <input checked="" type="checkbox"/> Completed. Training objectives from the new initiatives training that were designed for the supervisor as a mentor were included in the training. <input checked="" type="checkbox"/> Update: In order to provide a more in-depth training on the role of supervisor as mentor, CalSWEC, Northern

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		<p>Regional Training academy and the Central Regional Training academy are evaluating mentorship programs within their regions. The purpose is to inform supervisory training as to the more effective elements of these programs, so that the elements of mentoring might be taught to supervisors statewide.</p> <p><input checked="" type="checkbox"/> As part of this evaluation process, Merced, Fresno and Tulare counties are piloting this mentoring effort.</p> <p>CDSS will issue an ACL that requires that all supervisors receive the training in new initiatives and practice changes (12/03)</p> <p><input checked="" type="checkbox"/> The All County Letter has been drafted and was revised to include comments made by the STEC. The letter will be released momentarily (April 2004).</p> <p>Each county will be required to train at least 25% of its supervisors each quarter to assure completion of this training by 12/04.</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/ 04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> As previously reported, the Regional Training Academies have provided training to a total of 187 supervisors in the northern counties, and Los Angeles County provided training to a total of 706 participants. San Diego County provided the new initiatives training for 140 supervisors and managers so far. This is a total of 1,033 supervisors and managers to date that have received training on the new initiatives for supervisors. Numbers for staff who have been trained are in the process of being updated, and will be reported in future quarterly reports.</p>
Develop and implement a common core	01/05	In consultation with the statewide training taskforce, CDSS will

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curriculum for line staff		<p>update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)</p> <p>CDSS continues to work with the Statewide Training and Education Committee (STEC) to develop requirements and competencies for child welfare workers and supervisors. The STEC met on January 12 and March 15, 2004. The March 15, 2004, meeting focused on the common core curriculum, ongoing training requirements, and supervisor core topics and activities.</p> <p>CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units using various means, including ACIN, training for trainers, including specific sessions with training staff in Los Angeles, discussions with CWDA, etc. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Counties will field test the curriculum and provide feedback for any needed revisions. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Monitor the implementation of line worker training to the common core curriculum	06/05	<p>CDSS will issue instructions via ACL that all new child welfare workers must be trained to the common core curriculum, effective (01/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See tasks above.</p>
Action Step #8: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan;		

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comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)		
Develop training materials and curriculum	12/03	<p>CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors including good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Training is already being provided to supervisors beginning December 2003, as part of the new initiatives training. <input checked="" type="checkbox"/> The County Probation Officers of California (CPOC) have developed a case planning training that is being reviewed by CDSS. A Probation Advisory Committee was convened to discuss training content and delivery strategies to ensure the training is relevant to probation officers.
Deliver training to all new and existing child welfare and probation supervisors	12/04	<p>Training provided to all new supervisors and existing supervisors beginning 12/03. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See task above.
CDSS will monitor implementation of this training	06/05	<p>CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> No report due this quarter.
Action Step #9: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)		
Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal	08/03	<p>Pilot Training session to 30 CDSS staff (05/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 5/03. <p>Pilot Training session to 1 County hosted by a tribe for 30</p>

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representatives, county and State staff and trainers. Revisions will be made as needed.		<p>people.(06/03) <input checked="" type="checkbox"/> Completed 6/03. Pilot Training sessions at annual ICWA Conference for 20 people (07/03) <input checked="" type="checkbox"/> Completed 7/03. In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03) <input checked="" type="checkbox"/> Completed 8/03.</p>
The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.	06/04	<p>Regional training centers develop curricula for ICWA training (01/04) <input checked="" type="checkbox"/> Completed. The CDSS, with the assistance of the ICWA Subcommittee and Sonoma State University, completed development of the ICWA training curriculum. The curriculum focuses on the historical basis and purpose of ICWA, the essential elements of compliance with the Act, and the role of tribes and tribal representatives in child custody proceedings. A <u>Handbook on ICWA</u>, which includes sources of information and support to aid in the implementation of ICWA, was developed as a resource guide and is provided to all training participants. Deliver five ICWA regional training sessions beginning 01/04. (06/04) <input checked="" type="checkbox"/> Completed. Five ICWA trainings were conducted statewide. Each was hosted by a local tribe or tribal organization. On January 30, 2004, a training session was held at the National Indian Justice Center (Sonoma County). On February 26, 2004, a second training session was held at the Picayune Rancheria of</p>

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		<p>Chukchansi Indians (Madera County). A third session was held on March 30, 2004 at the Yurok Tribe (Siskiyou County). A fourth session was held on April 14, 2004 at the United American Indian Involvement, Inc. (Los Angeles County), and the final session was held at the Santa Ynez Band of Mission Indians (Santa Barbara County), on April 15, 2004.</p>
<p>CDSS will monitor completion of regional training</p>	<p>06/04</p>	<p>CDSS will track numbers trained at regional training sessions and review completed training assessments (06/04).</p> <p><input checked="" type="checkbox"/> Completed. More than 250 county child welfare and probation staff, juvenile court judges and referees, county counsels, and tribal representatives attended the training. Very positive evaluations of the training have been provided by the training participants.</p>
<p>Action Step #10: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment (Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</p>		
<p>Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed</p>	<p>06/03</p>	<p>The concept of “fairness and equity” is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning).</p> <p><input checked="" type="checkbox"/> Completed 5/02. The fairness and equity matrix was part of county operational development meetings held in October and November, 2003.</p>
<p>Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment</p>	<p>06/05</p>	<p>Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05)</p>

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		<ul style="list-style-type: none"> ✓ Technical assistance has been provided by a number of national experts on fairness and equity issues. ✓ As part of the Redesign, technical assistance continues to be provided to the Cohort 1 and 2 counties on the issue of fairness and equity. Cohort 1 counties submitted county plans on January 9, 2004, which are operational plans for an integrated continuum of services and supports. ✓ Counties are also working on a complete asset map of current services and supports to identify “pockets” for better distribution of services. Where gaps exist, develop a community network capacity building plan. These will identify and prioritize involvement of partners who will effectively share responsibility for child welfare outcomes to better assure equitable treatment. ✓ Counties are working on the development of an operational plan for a new intake structure which will utilize a new screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide approach to assessment of safety, risk and protective capacity, resulting in a reduction in disproportionate out-of-home placements. ✓ The Fairness and Equity Matrix is being incorporated into protocols for counties to utilize when determining if fair and equitable practice is being applied at each decision point. (Matrix submitted in a prior quarterly report)
Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and	02/04	County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)

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training will be provided		<p><input checked="" type="checkbox"/> Completed. County specific data was released to the counties during this quarter. With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</p> <p><input checked="" type="checkbox"/> In progress. The CalSWEC RTA Coordination Project, in collaboration with the Regional Training Academies (RTAs), the Inter-University Consortium (IUC), and the Los Angeles Department of Family and Children's Services (LA DCFS) will focus efforts in both the social work education system and the child welfare in-service training system on effectively addressing these vital issues. The Project will address these issues in two ways:</p> <p><input checked="" type="checkbox"/> The Symposia on Fairness and Equity Issues in Child Welfare Training will be held on UC Berkeley's campus in the end of April 2004. These unique two day trainings will bring together experienced trainers, educators, administrators and child welfare staff from around the state to strategize and present ideas to address fairness and equity issues in training.</p> <p><input checked="" type="checkbox"/> Regional Fairness and Equity Forums: CalSWEC has received three proposals thus far (from the Bay Area RTA, the Central RTA and the Southern RTA). It is anticipated that these Regional Forums will take place in the final quarter of the state fiscal year 2003/04.</p> <p>Strategies for ensuring fairness and equity into key decision points will be implemented by ACL (01/04)</p> <p><input checked="" type="checkbox"/> The ACL/ACIN will be completed after the symposia is held. Fairness and equity training will be incorporated into the core</p>

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		<p>curriculum of the CWS Academies and on the CDSS web site. (02/04)</p> <p><input checked="" type="checkbox"/> Fairness and equity training is in the process of being incorporated into the core curriculum, and has been incorporated into the CDSS Redesign website.</p>
CDSS will monitor statewide implementation	06/05	<p>CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS is continuing to receive information as to the number of county staff trained.</p> <p><input checked="" type="checkbox"/> Counties will utilize the data received during this quarter and analyze it. It will be included in the county self assessments, which are currently being drafted and are due by June 30, 2004. The data will also be addressed in the counties' self improvement plans, due in September 2004.</p> <p>CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> Counties will utilize the data received, which is to be analyzed, and included in the county self assessments and self improvement plans. CDSS will track data on a quarterly basis.</p>
Program Contacts - Action steps 1-6: Pat Aguiar; Action steps 7, 8 & 9: Nina Grayson; Action Step #10: Eileen Carroll		

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Permanency Outcome 1, Item 10

Improvement Goal: We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points to 36.9% by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..	AFCARS/NCANDS Semi-Annual Measures: This item is not applicable, as there is no measurement for this item. December 2003: Not applicable June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 38.6% (from 3 rd quarter 2003 data) June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 9; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		

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<p>Action Step #2: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p><i>Status reported in Permanency Outcome 1, Item 7</i></p>		
<p>Program Contacts - Action steps 1, & 2: Pat Aguiar</p>		

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Permanency Outcome 2, Item 14

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005.	June 30, 2005
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: October 2003 (baseline): 89.9 % June 2004: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #2: The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into the training curricula.		
Convene a workgroup of State, regional training academy and tribal staff to make recommendations on ways that tribal voice and involvement can be integrated	12/04	CDSS will convene the workgroup to identify issues and develop recommendations. (12/04) <input checked="" type="checkbox"/> No report due this quarter.

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into training curricula.		
Implement recommendations	06/05	<p>CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05) No report due this quarter.</p> <p><input checked="" type="checkbox"/> Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Action Step #3: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #4: The CDSS will review policies and procedures with foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals</p>		
The CDSS will conduct a review of existing policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals	09/04	<p>CDSS will review current foster family agency and group home policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	12/04	<p>CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to train facility staff to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how	01/05	<p>CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05)</p>

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to remove barriers to assisting children placed in facility settings in maintaining family connections		<input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor changes in facility policies and provide technical assistance	06/05	<p>CDSS will track changes in policies through the Group Home/ FFA Rate approval process, by reviewing facility policies and procedures .to document implementation of policy and procedure changes by foster family agencies, group home providers beginning 03/05. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #5: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Field-tested survey is implemented	7/15/2003	<ol style="list-style-type: none"> 1. Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03) <input checked="" type="checkbox"/> Completed. Surveys were developed. Final approval received from Region IX on 7/25/03 2. Finalize agreement with interviewing service (6/03) <input checked="" type="checkbox"/> Completed. Contract with California State University, San Marcos Foundation, Social and Behavioral Research Institute (SBRI) was finalized 7/03, for the period of 7/1/03 to 6/30/05. 3. CDSS will complete draft questionnaire for use in telephone survey (6/03) <input checked="" type="checkbox"/> Completed. Draft questionnaire was completed 7/03. 4. CDSS will provide listing of sample telephone numbers to interview service (7/03)

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		<input checked="" type="checkbox"/> Completed. File was provided to SBRI on 8/03. Interview Service will field test the questionnaire and work with CDSS to revise as needed (7/03) <input checked="" type="checkbox"/> Completed. Field testing was carried out 8/27/03 to 9/5/03. Questionnaire was updated 9/12/03
Action Step # 6: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Baseline results and related documentation are submitted to Region IX	10/15/2003	<ol style="list-style-type: none"> 1. Interview service will start the interviewing (7/15/03) <input checked="" type="checkbox"/> Completed. SBRI began interviews of participants on 9/18/03. 2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (9/15/03) <input checked="" type="checkbox"/> Completed submittal of data file. SBRI began interviews of participants September 2003, and the target is 3,300 interviews. They had difficulty locating birth families in the Family Reunification component, which delayed the completion of the process. Further, the wildfires in Southern California in late October also caused delays. They continued to contact potential interviewees to reach their goal, which was completed on 3/22/04. 3. RADD staff analyze data to produce outcome measures, as defined in PIP (10/01/03) <input checked="" type="checkbox"/> Completed. As the interviews of participants had not been completed, the data analysis has been delayed. However, the analysis has now been completed. 4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (10/5/03) <input checked="" type="checkbox"/> As the interviews of participants had not been completed, the draft baseline report was delayed.

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		<p>However, it has now been completed. See attached.</p> <p>5. Draft report is reviewed and revised as needed (10/10/03) <input checked="" type="checkbox"/> See above tasks. Baseline report is submitted to Region IX (10/15/03) <input checked="" type="checkbox"/> See above tasks.</p>
Action Step #7: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Mid-PIP (Year 1) results and related documentation are submitted to Region IX.	06/30/2004	<ol style="list-style-type: none"> 1. Interview service will start the interviewing (12/30/03) <input checked="" type="checkbox"/> See action step #6, above. As these interviews had been delayed, the baseline results have been delayed. The next surveys can be launched shortly. 2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (5/30/04) <input checked="" type="checkbox"/> No report due this quarter. 3. RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/04) <input checked="" type="checkbox"/> No report due this quarter. 4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/04) <input checked="" type="checkbox"/> No report due this quarter. 5. Draft report is reviewed and revised as needed (6/25/04) <input checked="" type="checkbox"/> No report due this quarter. 6. Baseline report is submitted to Region IX (6/30/04) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #8: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Final (Year 2) results and related documentation are submitted to Region IX	6/30/2005	<ol style="list-style-type: none"> 1. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (5/30/05) <input checked="" type="checkbox"/> No report due this quarter. 2. RADD staff analyze data to produce outcome measures, as

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		<p>defined in PIP (6/15/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>3. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>4. Draft report is reviewed and revised as needed (6/25/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Baseline report is submitted to Region IX (6/30/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #9: CDSS will study and report on the feasibility of surveying older youth in in-home or in out-of-home placements		
CDSS will study the feasibility of a survey of older youth	07/03	<p>1. CDSS will discuss with the CYC strategies for conducting this survey. (06/03)</p> <p><input checked="" type="checkbox"/> See tasks below.</p> <p>CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth (06/03).</p> <p><input checked="" type="checkbox"/> See tasks below.</p> <p>CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03).</p> <p><input checked="" type="checkbox"/> See below.</p>
CDSS will include in the next quarterly report the results of our exploration into interviewing older youth	09/03	<p>1. CDSS will contact the California Health and Human Services Agency Committee for the Protection of Human Subjects to determine their requirements for interviewing minors (08/03).</p> <p><input checked="" type="checkbox"/> See tasks below.</p> <p>CDSS will provide written results of the conversations with and analyses from those identified above (09/03).</p> <p><input checked="" type="checkbox"/> Due to confidentiality concerns and the high costs of conducting a new survey, the only option available would be to use an existing survey and perhaps to be able to modify it for our purposes. However, in reviewing the option of using the California Health Interview Survey (CHIS), which is the existing</p>

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		survey we would be able to use, it does not seem to meet our needs in surveying youth in out-of-home care for PIP purposes. Therefore, we have concluded that conducting a new survey in the foreseeable future is not feasible.
Program Contacts - Action steps 1&4: Pat Aguiar; Action step #2: Marilyn Delgado; Action Step #3: Nina Grayson; Action Steps 5-9: Mary Tran		

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Well-Being Outcome 1, Item 17

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: October 2003 (baseline): (1) 55.7% (percentage of children/family assessed) (2) 66.4% (percentage of children/family received services) June 2004: (1) (2) June 2005: (1) (2)
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) <i>Status reported in Safety Outcome 1, Item 2b</i>		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step # 2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
Develop training materials and curriculum.	12/03	<p>CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors good case planning practice including involvement of all family members in case planning and need for parent visiting. (12/03)</p> <p><input checked="" type="checkbox"/> CDSS, in conjunction with CalSWEC and the Regional Training Academies, has completed training materials on good case planning practice in the New Initiatives Training. The New Initiatives Training began December 2003, and is continuing to be offered around the state.</p>
Deliver to all new and existing child welfare and probation supervisors	06/04	<p>Training provided to all new supervisors and existing supervisors beginning 12/03 (06/04)</p> <p>CDSS, in conjunction with CalSWEC and the Regional Training Academies, has addressed good case planning practice, including involvement of all family members in case planning and the need for parent visitation, in the New Initiatives Training. The New Initiatives Training began in December 2003, and is continuing throughout the state.</p> <p>CDSS continues to work with CalSWEC and the Regional Training Academies in addressing good case planning practice, including developing requirements and competencies for child welfare workers and supervisors, with the goal of strengthening case planning practice. Training will be integrated into the yet to be developed core curriculum, which is currently being reviewed by CDSS and the STEC.</p>

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor implementation of this training	06/05	CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #3: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)		
Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)	04/03	<ol style="list-style-type: none"> 1. CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed 4/03. 2. CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). <input checked="" type="checkbox"/> Completed 5/03.
Submit legislative proposal	05/03	<p>CDSS included language in budget trailer bill (05/03)</p> <input checked="" type="checkbox"/> Completed 5/03. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. <input checked="" type="checkbox"/> Update: The legislative proposal was resubmitted to the Legislature, and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004.
If legislation passes, implement statewide through ACLs and regulation processes, as needed.	09/03 (assumes 07/1/03 passage)	<ol style="list-style-type: none"> 1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> As legislation has not yet passed, the final identification of implementation and other issues cannot be completed at this time.

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted.</p> <p>2 CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, CWS/CMS cannot be modified.</p> <p>CDSS will begin regulation change process (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, regulation changes cannot be initiated.</p>
CDSS will incorporate into training program	12/03	<p>CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training and curricula does not yet need to be developed and implemented.</p>
CDSS will monitor implementation	06/05	<p>CDSS will track the training of county staff and will review county procedures to ensure they're updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training does not need to be tracked at this time.</p>
<p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Action Step #5: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>
		<p>Action Step #6: The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2a</p>
		<p>Action Step #7: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>
		<p>Action Step #8: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>
		<p>Action Step #9: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>
		<p>Action Step #10: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference</p>

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Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <i>Status reported in Permanency Outcome 2, Item 14</i>		
Contacts - Action steps #1: Pat Aguiar; steps #2, 3 & 6: Nina Grayson; steps #4 & 5: Eileen Carroll; Action Steps # 7-10: Mary Tran		

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Well-Being Outcome 1, Item 18

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 90.9% (% of cases in which case plan was discussed)</p> <p>2) a) 89.68% (% of cases discussed w/ interviewee)</p> <p>2) b) 50.7% (% of cases discussed w/ interviewee & child)</p> <p>June 2004:</p> <p>1)</p> <p>2) a)</p> <p>2) b)</p> <p>June 2005:</p> <p>1)</p> <p>2) a)</p> <p>2) b)</p>
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Promising Practices of high performing counties will be identified and documented	09/03	1. Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (09/03). <input checked="" type="checkbox"/> Surveys have been completed, and the preliminary analysis of the data completed. CDSS will develop a list of high performing counties next quarter. Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03). <input checked="" type="checkbox"/> Completed.
ACIN will be issued	09/03	CDSS will document the successful practices and issue them as an ACIN to counties. (09/03). <input checked="" type="checkbox"/> Completed.
CDSS will monitor to assess improved family engagement	06/05	CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05 <input checked="" type="checkbox"/> Surveys have been completed, and the data analyzed.
Changes to the statewide curriculum will be incorporated	06/05	CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
Action Step # 2: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 & 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #4: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 & 18; Systemic Factor 2, Item 25)</p> <p>Status reported in Well-Being Outcome 1, Item 17</p>		
<p>Action Step #5: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Systemic Factor 2, Item 25)</p>		
<p>The CDSS will convene a workgroup to include CYC, the CWDA and the CPOC to develop strategies to integrate youth voice</p>	<p>12/03</p>	<p>CDSS will convene the workgroup. (12/03)</p> <p><input checked="" type="checkbox"/> Update: As soon as Assembly Bill 2795 has been passed and signed into law (see legislative proposal contained in Well Being Outcome 1, Item 17, Action Step #3), CYC, CPOC and CWDA will work with CDSS to develop specific strategies to be incorporated into regulations to ensure that youth voice is included into the case planning process.</p> <p>The workgroup will develop strategies to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process. (12/03)</p> <p><input checked="" type="checkbox"/> See above.</p>
<p>CDSS will implement the strategies statewide through ACLs and/or regulation processes, as needed.</p>	<p>06/04</p>	<p>CDSS will implement the strategies statewide through an ACL or through regulations for county level changes (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Training curriculum will be updated	07/04	CDSS will incorporate changes into statewide training curriculum. (07/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor involvement of youth	06/05	CDSS will track and document implementation of youth involvement through surveys. Surveys will be conducted in 09/03, 06/04, and 06/05 <input checked="" type="checkbox"/> See Permanency 1, item 14 for survey information.
<p>Action Step #6: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #7: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #8: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #9: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps 1, 3, 4 & 5: Nina Grayson; Action step 2: Pat Aguiar; Action steps 6-9: Mary Tran</p>		

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Well-Being Outcome 1, Item 20

<p>Improvement Goal:</p> <p>1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.</p> <p>(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.</p> <p>(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p>	<p>Overall Performance Data: June 30, 2005 – not due this quarter.</p> <p>(1)</p> <p>(2)</p> <p>(3)</p>
<p>Frequency of Measurement: Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 85.2% (compliance by workers w/ planned visit schedule)</p> <p>2) 70.8% (% of parents assisted by social worker visits-meet case plan goals)</p> <p>3) 66.6% (% of parents assisted by social worker visits-safely parent the child in-home)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p>

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<p>Determination of Goal Achievement: The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>
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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #2: The CDSS, through the Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A& 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 3: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p>		

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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #4: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps 1: Nina Grayson; Action step 2: Eileen Carroll; Action steps 3-6: Mary Tran</p>		

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Well-Being Outcome 2, Item 21

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 61.0 % (% of cases educational needs assessed)</p> <p>2) 71.4 % (% of children who received services)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p>
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #2: The CDSS will issue an All County Letter (ACL), which instructs counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan</p>		

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will issue ACL	03/04	<p>CDSS will draft an ACL instructing counties to ensure any educational needs for (all) children in the home are assessed and documented in the case plan. (03/04)</p> <p><input checked="" type="checkbox"/> CDSS is in the process of completing the ACL, and will report the number of the All County Letter next quarter.</p> <p>CDSS will work with the Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum include elements addressing assessing educational needs of all children in the home. (03/04)</p> <p><input checked="" type="checkbox"/> CDSS continues to work with CalSWEC and the Regional Training Academies in addressing good case planning practice including developing requirements and competencies for child welfare workers and supervisors with the goal of strengthening case planning practice. As discussed in the previous quarterly report, training will be integrated into the yet to be developed core curriculum, which is currently being reviewed by CDSS and the STEC.</p>
CDSS will provide technical assistance	04/04	<p>CDSS will provide written TA to ensure existing county case carrying staff receive training on assessing educational needs of all children in home (04/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor counties to ensure that all county case carrying staff received training.	06/05	<p>CDSS will track county training records to ensure training is delivered to staff (07/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will review county operating procedures to ensure appropriate instructions are in place. A copy of county procedures will be maintained at CDSS. CDSS will report quarterly on staff compliance with case planning policies and procedures (09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #3: The CDSS, including Cal WORKS and Cal Learn staff, will work with the California Department of Education to develop protocols for counties and local school districts to implement to improve educational services to children with identified needs		
CDSS will convene a workgroup to develop protocols and strategies	06/04	<p>CDSS will convene workgroup (03/04)</p> <p><input checked="" type="checkbox"/> CDSS is in the process of determining whether a workgroup needs to be convened, or an existing group may be utilized for this purpose. We will report next quarter.</p> <p>Workgroup will develop protocols and strategies to improve educational services for children. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will implement statewide through ACLs and regulation processes, as needed.	09/04	<p>CDSS will develop and issue an ACL, or regulations, to support development of protocols at county level, ACL will contain implementation instruction and model protocols for use with local school districts. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide T/TA to counties as they begin developing protocols with local education agencies (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor implementation of education service protocols	06/05	<p>CDSS will report quarterly on the number of education protocols implemented. (12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps 1, 2 & 3: Nina Grayson; Action step 4, 5, 6, & 7: Mary Tran</p>		

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Well-Being Outcome 3, Item 23

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2..	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 43.7% (% of cases w/ mental health needs assessed)</p> <p>2) 55.2% (% of children w/ needs who received services)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p>
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases		
CDSS will issue ACL	05/04	CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04)

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> This item is in progress, and we will update it next quarter. CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor training and delivery of services	06/05	CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter. CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will work with the State Department of Mental Health, County Welfare Directors Association, County Probation Officers Association and County Mental Health Directors Association to improve and expand access to mental health services. In addition, the CDSS will use this work group to improve access to data from the mental health system to ensure that children in in-home cases are linked to the system		
Develop a systems match capacity between CWS/CMS case records and	12/04	Develop a data plan proposal within the existing interagency CDSS - DMH data team to improve access to data. (06/04)

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
State Department of Mental Health Service payment records		<input checked="" type="checkbox"/> No report due this quarter. Determine costs/approval requirements necessary to implement data sharing proposal. (09/04) <input checked="" type="checkbox"/> No report due this quarter. Identify funding source. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Issue ACL guidelines on successful strategies for connecting families with mental health	03/04	CDSS in partnership with counties, local and state mental health, youth and providers will develop a guide on successful strategies (03/04). <input checked="" type="checkbox"/> This item is in process, and we will update it next quarter.
Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.	06/04	Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed beginning 6/03 (6/05). <input checked="" type="checkbox"/> Staff from DCFS have been meeting on a monthly basis since June 2003 with Los Angeles County Department of Mental Health (DMH) staff to address mental health service issues affecting children and families. Meetings for this quarter were held on January 14, January 28, February 25 and on March 10, 2004. <input checked="" type="checkbox"/> The ensuing discussions have been around funding sources, the co-location of staff, and the possibility of making joint responses. <input checked="" type="checkbox"/> On March 23, 2004 a meeting was held with DMH staff to work towards building better partnerships with the DMH Division Chiefs in each of the SPAs. Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03).

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<ul style="list-style-type: none"> ☑ DCFS and DMH staff continue to meet on a monthly basis to address mental health service issues affecting children and families. They have identified available services that are insufficient to meet the demand; specifically, substance abuse treatment/prevention services. These issues are currently being addressed/resolved 1) at regularly scheduled meetings with DMH and their providers, 2) through the monthly DCFS/DMH meetings, and 3) through the Multi-disciplinary Assessment Teams (MAT) to be piloted beginning in early 2004. ☑ The MAT program is a collaborative effort between DCFS, DMH and other community providers. It is designed to ensure the immediate and comprehensive assessment of youth entering out-of-home placement. The comprehensive family-focused, strength-based assessments will consist of mental health, as well as medical, dental, developmental and educational evaluations, and review of family history and records. Depending on the individual family, community mental health providers will interview the child, biological parent(s), relatives, caregivers and prospective caregivers. ☑ The MAT pilot began on March 23, 2004 in the Wateridge (Spa 6), and Pasadena (Spa 3) offices. The intention is to begin with a very small sample to look at process and quality issues. Implementation of the pilot is moving along well. Wateridge has reached their quota for the sample and Pasadena has reached about 50% of their sample size. All cases that have been referred to the MAT are currently in the assessment phase. These comprehensive assessments will take anywhere from 30 - 45 days to complete. Once all assessments have been completed, there will be an

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>evaluation of the pilot, before moving forward.</p> <p>Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. (6/03)</p> <p><input checked="" type="checkbox"/> As state level barriers to the provision of services are identified, they are being referred to the State Interagency Child Welfare Services Team. Also, Los Angeles County has submitted a proposal to CDSS indicating interest in securing waivers in various areas where they see barriers.</p> <p><input checked="" type="checkbox"/> As of April 2004, CDSS is preparing a IV-E Child Welfare Waiver Demonstration Project Proposal which includes a "capped allocation" strategy patterned after the President's Foster Care Reform proposal. The waiver will allow IV-E funds to be used for services and supports, that are currently unallowable, in order to avoid the over reliance on out-of-home care and reunify families more expeditiously. CDSS has been working with Los Angeles County, based on their proposal and a request to participate in such a waiver, to refine a model of practice and a fiscal model that will be included in the federal proposal to the United States Department of Health and Human Services. If the waiver is approved, it will allow Los Angeles and some additional counties to test a new funding strategy that will afford local child welfare agencies to create a more responsive array of services and supports for families, based on program savings.</p>

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> The proposal is currently in the review process.
CDSS will monitor and provide TA to Los Angeles	06/05	<p>CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <input checked="" type="checkbox"/> See previous tasks.
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
Program Contacts: Action Steps 1, 2 & 3; Action Steps 4, 5, 6, & 7		

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Systemic Factor 2, Item 25

<p>Improvement Goal: We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: See tasks below. PQCRs will begin sometime after SIPs are received in September 2004, and reviewed.</p> <p>June 2004:</p> <p>September 2004:</p> <p>Dec 2004:</p> <p>March 2005:</p> <p>June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete</p>	<p>Date Improvement Goal Achieved: 7/1/03.</p> <p>As of 3/31/04, the percentage of caseload in counties implementing Family to Family has increased to 85.44%.</p> <p>Date all Action Steps completed:</p>

<p>Systemic Factor 2, Item 25 Action Steps/Benchmarks</p>	<p>Projected Dates of Completion</p>	<p>Tasks</p>
<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		

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Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #3: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #5: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20) Status reported in Well-Being Outcome 1, Item 17		
Program Contacts - Action steps 1, 2 ,4 & 5: Nina Grayson; Action step 3: Pat Aguiar		

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Systemic Factor 2, Item 28

<p>Improvement Goal: We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points to 87.5 percent by 6-30-05.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: Progress will be tracked using CWS/CMS, county quarterly reports, and JRITA information. The county and JRITA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: 88.3% (from 3rd quarter 2003 data)</p> <p>June 2004:</p> <p>September 2004:</p> <p>Dec 2004:</p> <p>March 2005:</p> <p>June 2005:</p>
<p>Determination of Goal Achievement: This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

<p>Systemic Factor 2, Item 28 Action Steps/Benchmarks</p>	<p>Projected Dates of Completion</p>	<p>Tasks</p>
<p>Action Step 1: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRITA to provide training to all judges on current law regarding TPR and concurrent planning. (Cross-reference to Permanency Outcome 1, Items 7 & 9)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Action Step #2: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>
		<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 7, Item 44).</p> <p>Status reported in Safety Outcome 1, Item 2b</p>
		<p>Action Step #4: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>
		<p>Action Step #5: The CDSS will provide technical (The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18 Systemic Factor 2, Item 25; Systemic Factor 7; Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2b</p>
		<p>Action Step #6: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44)</p> <p>Status reported in Permanency Outcome 1, Item 6</p>

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #7: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 & 10)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #8: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 7, Item 44)</p> <p>Status reported in Systemic Factor 7, Item 44</p>		
<p>Action Step #9: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #10: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #11: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		

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<p>Action Step #12: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Program Contacts - Action steps 1-8: Pat Aguiar; Action steps 9, 10, 11: Nina Grayson; Action step 12: Eileen Carroll</p>		

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Systemic Factor 3, Item 31

Improvement Goal: California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Implementation will be measured by completion of action steps and the number of county C-CFSRs. Progress will be reported quarterly.	County C-CFSRs completed: March 2004: See tasks reported below. June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.		

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Implement C-CFSR work plan developed in 04/03	06/05	<p>Outcome and Accountability workgroup develops a comprehensive work plan (04/03). <input checked="" type="checkbox"/> Completed.</p> <p>CDSS identified legislative and regulatory changes (05/03). <input checked="" type="checkbox"/> Completed. No statutory changes are needed at this time.</p> <p>Update: Regulations will be needed, and the process for developing regulations specific to the new O & A System was initiated. The process for completing the regulation package will be from six months to one year, which provides for adequate time for public input.</p> <p>CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):</p> <ul style="list-style-type: none"> • Manual for C-CFSR • County Self-Assessment • Performance Baselines and Performance Standards • Peer Quality Case Reviews • Interviews and Surveys • County SIP, • Quarterly Management Reports, • Post-SIP Approval and Monitoring Process <p>Update: The CDSS released the implementing All County Letter (ACL) to begin the new Outcome and Accountability System. The initial ACL, # 04-05, released February 3, 2004, serves as the beginning of an overall manual, which when complete will include all elements of the system. County Self Assessment instructions and tools are contained in the ACL.</p>

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		<p>3 CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</p> <p><input checked="" type="checkbox"/> Update: A draft plan for rolling out the system into a tri-annual review schedule has been developed. Due to the nature of the new outcomes-based system, specific counties will not be identified for their PQCR until after the county self assessments have been completed and received by CDSS (They are due to CDSS by June 30, 2004). The counties will then be prioritized based upon areas needing improvement with safety factors receiving preference.</p> <p>CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</p> <p><input checked="" type="checkbox"/> Completed 9/03. CDSS and CPOC developed a data collection instrument that will be utilized on a monthly basis.</p> <p><input checked="" type="checkbox"/> Update: The Department's research staff has reviewed the data collection instrument. The CDSS continues to develop process and procedures for placing instrument on-line and creating a link from Probation to CDSS. This process is to be completed in May 2004 with the issuance of an All County Letter notifying the probation departments of the new data collection process. The data collection for Probation will commence July 2004.</p> <p>CDSS will identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</p>
		<p><input checked="" type="checkbox"/> Update : Staff training for data analysis and the county</p>

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		<p>self assessment process was completed in February 2004. The University of California at Berkeley and the Northern Regional Academy provided the training. Approximately 29 staff from CDSS were trained. Currently, a user's guide and training modules are being developed for the County System Improvement Planning Process. Staff will be trained upon their completion.</p> <p>CDSS conduct training on data management and analysis (08/03).</p> <p><input checked="" type="checkbox"/> Completed. CDSS-RADD provided Operations Bureau staff with preliminary data analysis training. The Northern Regional training Academy and CalsWEC developed a training entitled "Using Data to Improve Agency Performance" that was delivered to 105 participants on September 26, 2003 in Davis; October 10, 2003 in Chico; October 31, 2003 in Redding; and on November 14, 2003 in Eureka.</p> <p>CDSS provide information to Counties through All County Letters/All County Informing Notices (08/03).</p> <p><input checked="" type="checkbox"/> Update: See task # 2 above.</p> <p>CDSS identify CWS/CMS enhancements (08/03).</p> <p><input checked="" type="checkbox"/> Completed. Enhancements have been identified. CDSS has initiated a process to identify the fiscal impact of changes and obtain approvals from state and federal control agencies for their implementation. This will be an on-going and evolving process.</p> <p>CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <p>Completed. Update: Training on the new Outcomes and Accountability System (AB 636) was offered to all counties. The AB 636 training activities were approached on a regional basis using a variety of</p>

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		<p>delivery methods throughout the state as follows:</p> <p>Northern (RTA) The Northern Regional Training Academy provided Solution Focused Training on the Self Assessment Process (AB 636) in eight training locations; Eureka, Redding, Stockton, Chico, Ukiah, Davis, Auburn and Sacramento. There were a total of 172 participants representing 24 northern counties trained.</p> <p>Bay Area (RTA) The Bay Area Training Academy provided two training sessions in March 2004 for counties in their Southern and Northern regions. An individualized half day training session is scheduled for Contra Costa county. Various Child Welfare staff and community partners will also receive the half day training in the future.</p> <p>Central (RTA) The Central Regional Training Academy conducted AB 636 Roundtables in nine counties with 26 attendees participating. Training included the exchange of information and materials through the use of an email tree. Individual county data training is also available to counties upon request. The Central RTA is scheduled to provide solution focused training to two counties and their community partners.</p> <p>Southern (RTA) The Southern RTA held an AB 636 Southern region meeting on March 8, 2004. Training representatives from Riverside, Los Angeles, Orange, San Diego, Imperial and San Bernardino counties participated in</p>

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		<p>the meeting. The gathering of these counties will be a monthly, ongoing activity to address issues and solutions on AB 636 related topics. Ongoing discussion topics will include; utilization of County Self Assessment teams, engaging staff and community partners, data sources, workload, and fairness and equity.</p> <p>CDSS test and complete tools and instruments (09/03).</p> <p><input checked="" type="checkbox"/> Update: Quarterly Outcome and Accountability County Data Reports were released to CWS agencies in January and April 2004. In March 2004, the Peer Quality Case Review Process was tested in San Bernardino County. Los Angeles County is testing the PQCR instruments in each of its service areas. In May 2004, the PQCR subcommittee will reconvene to discuss lessons learned and identify necessary modifications for the instruments. Riverside County will test the PQCR instruments in the next reporting quarter.</p>
CDSS will train counties on the C-CFSR	06/05	<p>CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual, (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p> <p><input checked="" type="checkbox"/> Supervisors have been trained on the C-CFSR, on using data and on writing their self assessment. Training for the drafting of the SIP and PQCR will follow soon. See above tasks.</p> <p>CDSS will continue to train counties through the life of the PIP. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS completes 1 ½ years of 1 st C-	06/05	CDSS commences the first 3-year cycle (1/04).

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CFSR 3 year cycle	Co./Dates 1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05	<p><input checked="" type="checkbox"/> Quarterly Outcome and Accountability County Data Reports were released to CWS agencies in January and in April 2004. Counties are drafting their initial self-assessments. All county self-assessments will be complete by June 2004, and all SIPs will be complete by September 2004. Due to the nature of the new outcomes-based system, specific counties will not be identified for their PQCR until after the county self assessments have been completed and received by CDSS.</p> <p>Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by (09/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>(Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).</p>
Program Contact: Wes Beers		

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Systemic Factor 4, Item 32

Improvement Goal: We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: March 2004: See tasks reported below June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completi on	Tasks
Action Step #1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 33)		
CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors	06/04	CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03) <input checked="" type="checkbox"/> Completed 6/03. CDSS, in partnership with the California Social Work Education Center (CalSWEC), convened the Statewide Training and Education Committee (STEC) on June 6, 2003. Membership includes representatives from state, county, educational institutions, the Regional Training Academies, Tribal/Tribal Organizations and agencies

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		<p>involved in the initial and ongoing training of social workers.</p> <p><input checked="" type="checkbox"/> This quarter, the STEC met on January 12 and March 15, 2004, to work on the development of the core curriculum.</p> <p>CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</p> <p><input checked="" type="checkbox"/> In order to assess the baseline level of training, CalSWEC will survey counties. The survey has been developed, and contacts for all 58 counties have been established in order to collect the information. The collection of the data has begun.</p> <p>1. CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)</p> <p><input checked="" type="checkbox"/> No technical assistance will be required because of the baseline survey strategy. Technical assistance for the surveys will be provided by CalSWEC.</p> <p>CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)</p> <p><input checked="" type="checkbox"/> Technical assistance for the surveys is being provided by CalSWEC.</p> <p>2. The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p>
CDSS will assess effectiveness of training.	12/04	In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of training that is aligned

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		with the federal outcomes (12/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor state training program.	06/05	CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> See tasks above.
<p>Action Step # 2: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #4: The CDSS will work with the regional training academies to ensure that child welfare managers and supervisors receive priority training, using standardized curricula, on evidence-based techniques for mentoring new and seasoned staff.</p>		
CDSS will implement a mentoring component into supervisor training.	06/05	CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03) <input checked="" type="checkbox"/> Completed. The role of the supervisor as mentor has been included as part of the training on new initiatives. In addition, CDSS is doing an evaluation of two mentoring training components to determine if one of them would be beneficial to include in supervisor training.

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		1. CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (09/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor the implementation of training for supervisors on their role as mentors.	06/05	CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: The CDSS will work with the Resource Center for Family Focused Practice to ensure that relevant probation officers receive priority training on child welfare requirements including concurrent planning, and visitation requirements and the TPR process		
The existing curriculum for probation officers will be enhanced and updated.	09/03	CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (09/03) <input checked="" type="checkbox"/> Completed. The Resource Center for Family-Focused Practice (RCFFP) established an advisory committee with CPOC, CDSS, and County CWS to analyze and prioritize the training needs assessment. The RCFFP is developing a distance learning strategy to address Termination of Parental Rights, Concurrent Planning and the Adoptability of Older Youth.
CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.	06/04	The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03) <input checked="" type="checkbox"/> The current contract between the Regents of California (The RCFFP is under UC Davis) and CDSS has been modified, and has completed the departmental review and approval process. The contract is with the State Department of

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		<p>General Services for final contract execution. We are still awaiting approval to execute the contract.</p> <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</p> <p><input checked="" type="checkbox"/> The current contract between the Regents of California (The RCFFP is under UC Davis) and CDSS has completed the departmental review and approval process. The contract is with the State Department of General Services for final contract execution. We are still awaiting approval to execute the contract.</p> <p>Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the provision of training to probation officers.	06/05	<p>Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</p>

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		<input checked="" type="checkbox"/> No report due this quarter.
Action Step #6: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Program Contact: Nina Grayson		

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Systemic Factor 4, Item 33

Improvement Goal: We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: March 2004: See tasks reported below June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when statewide minimum training requirements for existing staff are in place.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. (Cross-reference to Systemic Factor 4, Item 32)		
Action Step 2: The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health of all children, both in-home and out-of-home		

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Develop requirements for annual ongoing training	03/04	<p>CalSWEC and CDSS will draft requirements for ongoing training in consultation with the statewide training task force (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The Statewide Training and Education Committee (STEC) will review preliminary training requirements recommendations drafted by an Ad Hoc group of county representatives and regional training academy representatives meeting on February 14, 2003, as part of the PIP development process. The STEC will continue discussions during subsequent meetings on the draft recommendations. <input checked="" type="checkbox"/> CDSS will use the C-CFSR county self assessment and system improvement plan (SIP) processes to determine how ongoing training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process.
CDSS will implement training requirements.	07/04	<p>CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> This quarter, the STEC met on January 12 and March 15, 2004, to work on the training requirements. <p>CDSS will issue instructions to counties via ACL that all child welfare workers must meet the ongoing training requirements (06/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> No report due this quarter. <p>CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (07/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> No report due this quarter.

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Monitor the implementation of ongoing training requirements.	06/05	<p>CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> This quarter, the STEC met on January 12 and March 15, 2004, to work on the training requirements.</p>
Program Contact: Nina Grayson		

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Systemic Factor 4, Item 34

Improvement Goal: A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: March 2004: See tasks reported below June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be met when a standard core curriculum is developed and all caregivers are trained.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with the counties, community colleges, and other children's stakeholders to develop a standard core curriculum for all caregivers. This process will consider differing needs of different caregiver groups.		
The CDSS will convene a workgroup to identify and assess caregiver training needs, existing statewide caregiver training including, training curricula and delivery systems.	09/03	CDSS and the Chancellor's Office will jointly identify members of the statewide caregivers training workgroup (09/03) <input checked="" type="checkbox"/> Completed 9/03. CDSS and the Chancellor's Office have identified members of the "Resource Family Training Workgroup". The first meeting of the workgroup was held on September 30, 2003, and the group began the process of developing a statewide survey to identify the current curricula being utilized by counties and community colleges to train foster parents and relative caregivers.
The CDSS, in conjunction with the workgroup, will conduct a comprehensive	12/04	The workgroup will convene to develop the statewide survey and assessment (09/03)

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
statewide survey of current caregiver training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties		<input checked="" type="checkbox"/> Completed. Workgroup was convened. The workgroup will convene to assess the survey information and begin the process of developing recommendations for the standard core curriculum and other training (12/03) <input checked="" type="checkbox"/> Completed. The CDSS will conduct a statewide caregiver training needs assessment. (03/04) <input checked="" type="checkbox"/> Completed. A meeting of the workgroup was held on February 25, 2004, and the workgroup reviewed the survey information and is in the process of analyzing it. At the April 7 meeting a preliminary draft was reviewed and discussed. The CDSS will analyze and make recommendations as to any needed changes to caregiver training. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Standard Core Curriculum will be implemented for all caregivers	06/05	In consultation with the workgroup, CDSS will adopt a standard core curriculum, that includes the caregiver's role in good case planning, and will develop materials and a training plan for implementation by the counties and the community colleges (06/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the curriculum (06/04) <input checked="" type="checkbox"/> No report due this quarter. A minimum of three counties/community colleges will field test the standard core curriculum and provide feedback on any needed revisions (12/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will instruct counties via ACL that all new caregivers must be trained to the standard core curriculum beginning (03/05)

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No report due this quarter CDSS will provide written technical assistance to facilitate implementation of the core curriculum (3/05) <input checked="" type="checkbox"/> No report due this quarter 1. In the first year of implementation, the state's goal will be to train at least 2,500 new caregivers statewide, using the new standard core curriculum. (6/05) <input checked="" type="checkbox"/> No report due this quarter
The CDSS will monitor the delivery of caregiver training	06/05	The CDSS will report quarterly on the achievement of these tasks and the number of caregivers trained (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05) <input checked="" type="checkbox"/> See task status above.
Action Step #2: Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.		
The CDSS will provide technical assistance to help counties implement their plans	06/05	CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04) <input checked="" type="checkbox"/> CDSS will utilize information obtained from the county self assessments and caregiver surveys to take the next steps in developing further instructions for counties in this area. CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04) <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will review and approve county plans after submittal and monitor implementation of the caregiver component	06/05	CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component (09/04,12/04,03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Program Contact: Nina Grayson		

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Systemic Factor 5, Item 36

Improvement Goal: Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.	C-CFSR Quarterly Data: March 2004: See tasks reported below. June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 & 4; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps(Cross-reference to Systemic Factor 5, Item 37)		
All county Self Assessments will be complete by 06/04.	06/04	Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self-Assessment plans. (06/04) <input checked="" type="checkbox"/> No report due this quarter.

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
All county SIPs will be complete by 09/04.	09/04	<p>CDSS will compile the promising practices deployed in high performing counties as identified in their Self-Assessments. (07/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor and document county progress in transferring promising practices	06/05	<p>High priority counties will include in their SIPs, actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 37)		
Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.	10/03	<input checked="" type="checkbox"/> Completed.
Action Step #4: CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.		
A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.	06/03	<input checked="" type="checkbox"/> Completed. Update: The RFP was issued and was awarded 1/04 to San Diego Children's Hospital. The planning phase has commenced, and the grant is being reviewed by the Department of Finance (DOF). As soon as approval has been received from DOF, the group will convene.
An Evidence-Based Practice Clearinghouse and Advisory Body will be developed	09/04	<input checked="" type="checkbox"/> No report due this quarter.
Program Contact: Action Steps 1 & 5: Eileen Carroll; Action Steps # 2, 3 & 4: Nina Grayson		

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Systemic Factor 5, Item 37

Improvement Goal: Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked using the quarterly C-CFSR reports and completion of action steps	C-CFSR Quarterly Data: March 2004: Service gaps will be identified in county SIPs. See tasks reported below. June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) Status reported in Safety Outcome 1, Item 2A		

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Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) <i>Status reported in Permanency Outcome 1, Item 9</i>		
Action Step #3: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 36) <i>Status reported in Systemic Factor 5, Item 36</i>		
Action Step #4: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 36) <i>Status reported in Systemic Factor 5, Item 36</i>		
Action Step #5: The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9) <i>Status reported in Safety Outcome 1, Item 2b</i>		
Program Contact: Action Steps 1 & 2: Eileen Carroll; Action Steps # 3 & 4: Nina Grayson; Action Step #5: Pat Aguiar		

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Systemic Factor 7, Item 42

Improvement Goal: The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.	June 30, 2005:
Frequency of Measurement: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy	Quarterly Progress: September 2003: December 2003: March 2004: See tasks reported below. June 2004: September 2004: Dec 2004: March 2005: June 2005
Determination of Goal Achievement: County and state staff receive consistent training and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The State has instituted a formal process for relative approvals.		
CDSS developed and implemented the relative approval assessment process	06/03	Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02) <input checked="" type="checkbox"/> Completed. The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03) <input checked="" type="checkbox"/> Completed. The regulations were approved by the State Office of Administrative Law on July 23, 2003. CDSS issued ACLs and CFLs to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 & 06/03)

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> Completed. ACL issued 6/03; CFL regarding deferral issued 10/14/03.
CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring	06/05	<p>CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <input checked="" type="checkbox"/> Monitoring is ongoing, and as of 4/1/04, 39 counties have been reviewed online. Thirty one county reports have been completed and mailed. One county report is in progress, with four counties in the rebuttal process. Three counties have had the online review completed, and the reports will be drafted. Twenty five of the thirty nine counties have submitted corrective action plans, and seven of the plans have been approved thus far. <p>Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <input checked="" type="checkbox"/> Monitoring is ongoing and as of 4/1/04, counties have been reviewed to a statistically valid sample of all children placed in relative and non-related extended family member (NREFM) homes. <p>Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p> <input checked="" type="checkbox"/> All County Fiscal Letter 03/04-20 provided claim adjustment instructions to counties pertaining to case review findings associated with the relative placements/NREFM monitoring process. <input checked="" type="checkbox"/> Counties continue to be identified by CDSS policy staff and the contractors (subject matter experts) through examination of the monitoring review results both before

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		and after any rebuttal submissions by counties. Through this means, contractors provide technical assistance based on specific findings. (See below).
Action Step #4: CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.		
Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes	06/05	<p>CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02)</p> <p><input checked="" type="checkbox"/> Completed 8/02.</p> <p>The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes beginning 6/03. (06/05)</p> <p><input checked="" type="checkbox"/> Completed 6/03. See task below for update.</p>
Training will be provided to all newly hired state and county foster care licensing staff on the licensing/approval standards for foster family homes.	06/05	<p>CDSS conducted 31 statewide training sessions for county staff related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05)</p> <p><input checked="" type="checkbox"/> Counties have been identified and are being contacted as candidates for technical assistance site visits, using the results of CDSS monitoring, as well as input from CDSS. Site visits were made in this quarter to Alameda County, San Joaquin, San Francisco, San Diego, and Imperial Counties. In addition to this, the State's contractors respond to e-mail questions from counties on an ongoing basis, many of which are follow-up questions after site visitation with managers and line staff. Contractors meet face to face on at least a monthly basis with CDSS to go over their findings and</p>

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>discuss the issues that were discovered as a result of their consultations. All responses via e-mail concerning questions from counties are also sent to CDSS policy kin-care staff management. Consultants will continue to seek out county management staff and their respective training units for consultation, as it makes for maximum utility with regard to their time and CDSS's limited resources.</p> <p>CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</p> <p><input checked="" type="checkbox"/> No new licensing staff have been hired in recent months; therefore, a licensing staff training academy has not been needed since Spring 2003. As staff is hired, academies will be scheduled.</p>
Program Contact: Action Steps 1 & 2: Pat Aguiar		

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Systemic Factor 7, Item 44

Improvement Goal: Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.		June 30, 2005:
Frequency of Measurement: Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs		
Determination of Goal Achievement: The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.		Date Improvement Goal Achieved: Date all Action Steps completed:
Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) Status reported in Safety Outcome 1, Item 2b		
Action Step #3: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 2, Item 28) Status reported in Systemic Factor 2, Item 28		
Action Step #4: To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.		

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Develop capacity to collect data	12/03	CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03) <input checked="" type="checkbox"/> Capacity to collect data has been developed.
Collect race/ethnic information on foster and adoptive parents.	06/05	Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> This task is in progress.
Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county	09/04	Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04) <input checked="" type="checkbox"/> This task is in progress.
CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care	06/05	CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 6		
Action Step #6: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) Status reported in Permanency Outcome 1, Item 9		
Action Step #7: CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9		
Program Contact: Action Steps 1, 2, 3, 4, 5 & 7: Pat Aguiar; Action Step 6: Eileen Carroll		